

# THE MAGAZINE OF MODERN MARKETING

# What *Every Woman* wants to know about a Man



...that he's behind the man who's at the front! That even if he can't wear his country's uniform in this war...he can (and does) make sure his house wears the symbol that says, "I am buying United States War Savings Bonds... the strongest of all bonds".



... that he is thoughtful of others...when he entertains, he always entertains well! That while he saves so that his money may serve, he saves best by always serving the mildest of all bonds... Old Schenley, America's Best-liked Bottled in Bond.

*First in Quality*  
**OLD SCHENLEY**  
*America's Mildest*  
**BOTTLED IN BOND**

SIX 6 YEARS OLD

**BOTTLED IN BOND**

*Old Schenley*  
**OLD SCHENLEY**  
*Straight Bourbon Whiskey*

BOTTLED FOR  
SCHENLEY DISTILLERS CORP., NEW YORK, N.Y.  
100 PROOF

**AMERICA'S MILDEST BOTTLED IN BOND**

Set of 6, full-color flower reprints, suitable for framing, without advertising, sent upon receipt of 25¢. Copr. 1942, Schenley Distillers Corp., N.Y.C., Dept. T



# HOW TO HELP COMPANY HEADS UNDERSTAND WARTIME ADVERTISING

A.B.P.'s "Guide" helps advertising men and sales managers demonstrate the many important uses to which advertising is being put today.

"It has the answers to the many questions Management has been asking their advertising managers."

An Advertising Manager in Passaic, New Jersey

Company heads understand that their advertising can transmit important information from where it is to where it is needed, quickly, accurately and effectively, they can hardly be expected to appreciate the true worth of wartime advertising expenditure. A.B.P.'s "Guide" can help them understand this.


Properly used by advertising men and sales managers, the "Guide" has given many company heads a new concept of what advertising can do to help win the war and to help a company solve some of its customer-relations problems, present and future. It has helped them understand what GOOD "institutional" advertising is!

## HERE'S HOW ONE ADVERTISING MANAGER MADE HIS OWN "WAR ALBUM"

Richard Hayes, Advertising Manager of The Okonite Company, made up a simple presentation in order to show his company heads, specifically and by example, exactly why they should authorize advertising today. He illustrated what his company's advertising was doing to achieve many of the wartime objectives covered in A.B.P.'s "Guide" . . . and some that aren't.

Says Mr. Hayes, "I know I've worried a great deal about just how much our advertising was contributing to the war effort. After I had done this job for our executives, I found that we were doing much more of a helpful nature in our advertising than I had dreamed of. I realized, too, that there were still many things we could do to help."

Ask the Representative of Any A.B.P. Paper to Show You Mr. Hayes' Presentation. Every publication which is a member of this Association has been supplied with a plain, homely, but accurate replica of Mr. Hayes' presentation. If you feel that any of your company heads do not understand the full significance of wartime advertising, or if you, yourself, question the value of your own contribution to the war effort as an advertising man, the "Guide" and Mr. Hayes' presentation will very likely help you. The coupon will bring you a "Guide" . . . ask any representative of an A.B.P. paper to show you the Hayes' Presentation.

This symbol  accompanies each member's listing in the Standard Rate & Data Service.

## THE ASSOCIATED BUSINESS PAPERS

A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.

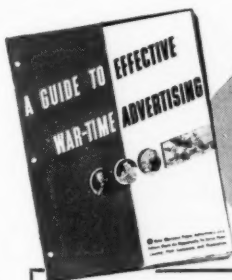


### "GUIDE" DEMONSTRATES WARTIME APPLICATION OF SOUND PEACETIME ADVERTISING PRACTICES

**PP. 101-41** "It is not inconvenience, but unexplained inconvenience, that will break down public confidence." (This statement of Paul Garrett's introduces a 40-page supplement to the "Guide," reporting retailers' problems today and what consumer goods manufacturers are doing to help.)

**PP. 1-2** "Advertising men can fight, hard, by working hard at their job of communicating vital information through the printed word." If you or your company heads have any doubts about the grave need for advertising skill applied to wartime problems, Pages 1 and 2 will help clear the air.)

**PP. 85-6** "Here are seven good ways to get started." (Pages 85 and 86 detail the specific ways to advertise today; include check-list of 16 wartime advertising objectives.)



## FREE "WAR ALBUM"

141 PAGES OF PRACTICAL HELP

Demonstrates, by example, how priority-stricken, war-burdened Management can use advertising to help solve wartime problems; help speed war production; help clear up wartime customer-relation problems; help build a sound foundation for future business.

### IS THE "GUIDE" USEFUL? Ask the Man Who Has Used One

"It distinctly helps us think through the many problems facing us now in advertising and selling."—Advertising Manager, Wilmington, Del.

"Full of useful information. It is easy to read due to the manner in which the comments are presented. The direct and effective use of two and three syllable words to strike the theme is to be recommended as worthy of special notice."—Advertising and Export Manager, Los Nietos, Cal.

An added benefit, according to those who have used the "Guide," is the way it helps dispel the doubt of executives and government officials concerning the ethics of advertising at this time. It demonstrates that useful advertising needs no defenders!

The "Guide" is a sound foundation upon which any advertising man or sales manager can base his own presentation to the men who pay the bills. Send for it now and you'll receive additional up-to-the-minute case studies, free, as fast as they're produced.

## SEND FOR YOUR FREE COPY OF THIS WARTIME ADVERTISING PRESENTATION

THE ASSOCIATED BUSINESS PAPERS  
Room 2785, 369 Lexington Avenue, New York City

Please send me, without obligation, my free copy of A.B.P.'s War Manual, "A Guide to Effective Wartime Advertising," including the first two supplements.

NAME \_\_\_\_\_

POSITION \_\_\_\_\_

COMPANY \_\_\_\_\_

STREET \_\_\_\_\_

CITY & STATE \_\_\_\_\_



## War Bond Supersalesmen

That radio is doing a good job of selling War Bonds to the U. S. public is taken for granted. Two outstanding instances were the special one-day drives put on by Charles Laughton, over WEAF (N.Y.) on September 29, and by Kate Smith, over WABC on October 6.

Actor Laughton, on the job from seven a.m. Tuesday till 1 a.m. Wednesday, popped in and out of programs, spoke briefly at station breaks and time signals, making 21 radio appearances in all. He quoted lines from the movies that have made him famous, recited bits from Shakespeare, told funny stories and heart-rending tales of the experiences of men in service, with the result that pledges poured in by the hundreds. Listeners were asked to telephone their pledges, leaving their numbers if he were not on hand, so that he could call them back. A crew of girls was on duty to answer the telephone calls. Between radio appearances, Mr. Laughton returned listeners' calls and satisfied those skeptics who doubted his identity by thundering at them, "Mr. Chr-istian!" and other quotations from famous roles he has played on the screen.

There were both humor and pathos in the telephone conversations resulting from Actor Laughton's campaign. A news dealer from the Bronx shouted—above the noise made by the elevated trains—that he wanted to buy a Bond for his child, not to be born for several months, and asked that it be made out alternatively in both a boy's and a girl's name. At 11:30, after the actor's appearance on George Putnam's news broadcast, a guest at a New York hotel called to say he would buy two \$100 bonds and added that his brother had been lost in the Yorktown disaster, which Mr. Laughton had mentioned in his talk.

Most pledges were for Bonds of small denominations, many of them representing sacrifices. The largest came from the president of the Rutgers Club, who pledged \$25,000 from the club's members. An Englishwoman pledged 1000 pounds sterling, approximately enough for a \$5,000 bond.



Kate Smith is making certain that "when the moon comes over the mountain," it'll shine on a democratic world. Kate, who promised to sell a million dollars worth of Bonds, actually hit \$1,982,500.

Kate Smith put in 21 hours (Ted Collins pinch hit for her during part of the day) at CBS. Forty girls, working in shifts of ten, handled the telephones; and Kate, as did Mr. Laughton before her, called back all those who had left their numbers. Fifteen banks cooperated, as did Postal Telegraph, which provided free telegraph service for those wishing to wire pledges to the singer. The day had been designated Kate Smith War Bond Day.

Kate's day was rich in human interest, with calls coming in from people of all walks of life. An English refugee boy, now living on Long Island, telephoned to pledge the bond he expects to buy with coins saved in his Adolph-the-Pig bank. A semi-invalid from Staten Island said he had no money but offered his most cherished possession, a ship model. (Kate took him up on the offer, had him bring the model to the station, where she presented it to the buyer of the biggest bond during a certain program that day.)

Returns are still coming, by mail, telegraph and telephone, to both stations and since some pledges are indefinite—involving varying percentages of individual's salaries "for the duration," it is difficult to chalk up totals. On the day after Actor Laughton's drive, it was unofficially estimated that more than \$300,000 worth of bonds had been sold through his efforts at that time. Kate Smith, who had set herself a million-dollar quota, was believed to have brought in pledges amounting to \$541,000 given directly to the station, and \$1,441,000 in pledges through the 15 co-operating banks—a total of \$1,982,500.

## Shape of Things to Come

One of the most vociferous prophets predicting changes in our way of life is T. H. Robsjohn-Gibbings, a furniture and textile designer who believes that furniture should be regarded as equipment for the home and that it *should be standardized*. Americans have the most beautiful bathrooms and kitchens in the world, he says, but the other rooms in our houses suffer from the spell cast upon them by the dead hands of snobbish interior decorators.

He foresees an era in which furniture will become a part of the architecture of a house, just as the inside walls, floors, fireplaces and doors have already become absorbed into the structure of the building. We don't give much thought to our refrigerators and telephones—their design is so good we take it for granted. When all the equipment in our homes is thus standardized, we will similarly take for granted the ease and comfort it gives us. So thinks Mr. Robsjohn-Gibbings.

A native of England, this revolutionary thinker came to the United States in 1929 as a representative of Charles Duven, the King of Antiques. As soon as possible, he became a U. S. citizen, and by 1936 he had saved enough money to throw off the shackles of what he considered a worn-out era and open his own studio in New York. He spent 60% of his capital on an elaborate mosaic floor.

Since then he has been designing contemporary furniture for the sophisticated rich, meanwhile pillorying those among them who refused to stifle their affection for period furnishings and decorations. Now he wants to design for workmen and the defense houses under construction to the tune of \$2,000,000,000.

An articulate young man, Designer Robsjohn-Gibbings expresses his views picturesquely and forcefully in the architectural press (which he admires), and to decorators and the furniture industry, whom he regards more in sorrow than in anger. Here are some typical excerpts from an address he recently made to members of the Institute for Design at the Decorators' Club in New York:

"It is obvious that our entire conception of furniture must be changed. When we speak of furnishing a house, we have always meant filling the rooms with an assortment of objects selected to make a picturesque version of whatever style happens to be the fashion—Georgian, Colonial, French Provincial, etc.

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**TUNE IN  
THE CLEVELAND ORCHESTRA**  
Saturdays, 5:00-6:00 P. M., E. W. T.  
**WGAR AND STATIONS OF  
THE COLUMBIA BROADCASTING SYSTEM**  
*Dedicated to the Four Freedoms*

## Encore . . . from Cleveland

From Maine to Melbourne, from London to Lima . . . people around the globe listened to last season's world-wide broadcasts by Dr. Artur Rodzinski and the celebrated Cleveland Orchestra . . . and asked for more.

So it is that WGAR, which underwrote those concerts, announces a second series of special radio performances by this internationally famous symphonic organization. Beginning October 24th, there will be a full-hour broadcast each Saturday, originated by WGAR for Columbia stations from coast to coast and for short wave throughout the world.

Perhaps the philosophy of American Radio seems strange to some. For instance, we have been asked what it gains a single radio station to back such a venture. Perhaps the answer is in the pride we at WGAR have in doing the job well . . . and the responsibility we feel in living up to such honors as our Variety Award for Showmanagement and our Peabody Award for Distinguished Service.



**BASIC STATION . . . COLUMBIA BROADCASTING SYSTEM**  
G. A. Richards, President . . . John F. Patt, Vice President and General Manager

Edward Petry & Company, Inc.  
National Representative

OCTOBER 20, 1942

[3]



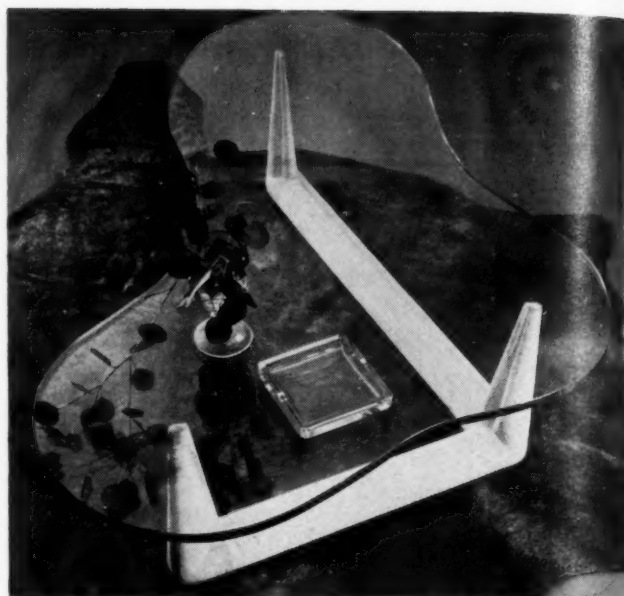
## "Listen, I Know My Rights"

- ◆ We've been hearing people erupt passionately about their rights for so long we should be impressed about the constitutional rights which every citizen has. But strangely, we hear so very seldom about our duties.
- ◆ Every citizen has the duties of an American as well as the rights of an American. He has the duty of jury service; the duty to vote; to be interested in his government; to be informed about vital issues that he may vote more intelligently; to be decent and observant of law; to be active in enterprise for community betterment—the schools and parks and charities. Yes, and the duty to die for America.
- ◆ The newspaper is one of the keystones of democracy as the expression of free-opinion. But the newspaper has another all-important role—to help keep democracy workable. Because this government of ours would be completely unworkable if all of us did not share our citizen duties. No newspaper in America has done more than the Memphis Press-Scimitar to convince its city that everyone has duties as well as rights.
- ◆ The Press-Scimitar has won the deepest regard from its readers because it has done so very much to keep democracy a great, significant force. It is this respect, this confidence from its readers which make it so outstandingly productive for advertising.

The Press-Scimitar and The Commercial Appeal are the two great Scripps-Howard newspapers serving Memphis. Represented by the National Advertising Department of Scripps-Howard Newspapers.



**MEMPHIS PRESS-SCIMITAR**



Surrealist art? . . . no, just good salesmanship. This piece de resistance, Mr. Robsjohn-Gibbings' little \$495 table, is a favorite prop in fashion photography.

"Suppose you had to equip a safari for a long journey across the desert or through the jungle. You would eliminate every scrap of unnecessary baggage. You wouldn't include meaningless articles just for the sake of taking them along. Nor would you take anything just for the sake of impressing somebody—either the other members of the expedition or the people you might meet along the way. This is exactly how the new furniture equipment should be selected for the contemporary house. We must reduce it to a minimum. We are not going to boast any more that we are the possessors of a collection of antique rarities. Our boast will be that our houses provide good services, make for good health, and eliminate dirt, disorder and waste."

In explanation of the development of the antique craze, he harks back to the Industrial Revolution, when a new crop of millionaires came into being. Those newcomers were envious of the already established aristocrats, who lived in old homes, containing furniture as old as the houses. So the *nouveau riche* bought or copied such old houses and then looked about for old furniture to put into them. The result was particularly unfortunate in America, Mr. Robsjohn-Gibbings maintains, since obviously, "A French chateau on Fifth Avenue deceived nobody into believing that it was built in the 17th century by the ancestors of those living there, and an Elizabethan room on the 30th floor of the Waldorf Astoria led no one to believe that it had been there for 400 years.

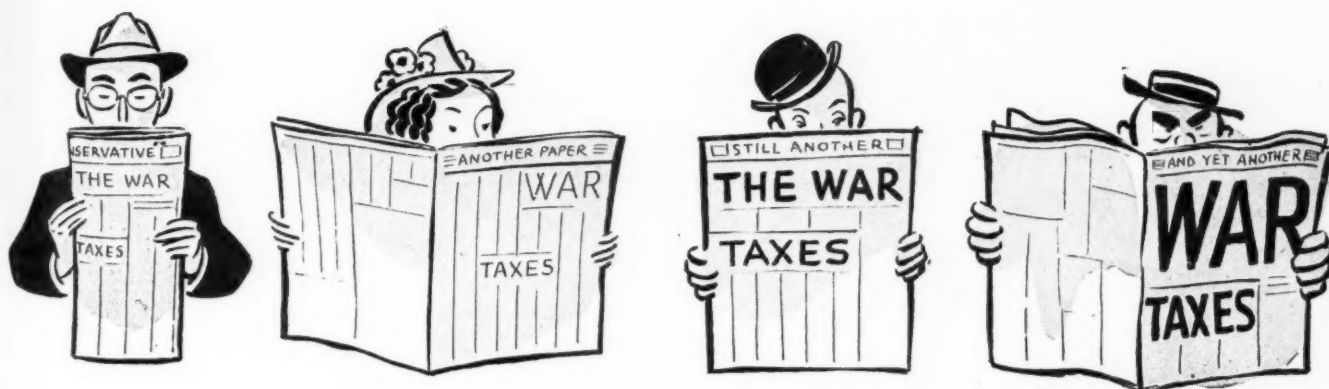
"American houses have become the rubbish dumps of Europe, and the only parts of the house that have escaped are the garage, the bathroom and the kitchen. These came from America, and it is high time the rest of the house came from there too."

Our post-war homes, as he envisages them, will be in marked contrast to those of today. Our first step into this new way of life will be that of overcoming our fear of empty spaces—so that: "All the meaningless prints, reproductions, ornamental mirrors, what-nots, crystal candelabra and wall brackets will go from the walls. Ornamental draperies, valances and fancy tie-backs will go from windows. All furniture which is placed against the wall for the sake of filling an empty wall space will be eliminated. And all the objects which have been put on top of a piece of furniture because people cannot bear to see an empty surface will go. All of the money we have spent (for these useless things) will now be available for the furniture we need for actual use."

Another change in the offing is in wood fabrication. Today we still fabricate wood in terms of older methods of cabinet making—just as engineers, when concrete was first introduced, tried to use it in the same form as timber and iron were used. But, says Mr. Robsjohn-Gibbings, airplane construction methods of today are making Grand Rapids furniture building methods obsolete.



# People are funny!



## What paper d'ya read?

Newspapers used to have some variety. Republican or Democratic, conservative or sensational, sketchy or comprehensive—you paid your money and took your choice.

Today, all the newspapers are alike—in content. Most of the headlines menace. Most of the news, if you analyze it, isn't good.

In one newspaper, we learn that we'll be damned if we don't do something. In another we'll be damned if we do. The present is dark. The future is too horrible.

It's a wonder the ordinary reader doesn't jump out the nearest window, or turn on the gas. But people are funny! Faced with such a disastrous dilemma, what does the ordinary reader do?...He turns to the comics.

That's one part of the paper where the news is always good; where there isn't any doubt about things happening for the best. Some days, the comics are the only part of the paper that makes sense!

Doesn't it make sense to put your advertising in with the good news? In the Sunday comics sections, for instance?

The prospect isn't likely to be worried or distressed when reading Sunday comics. Catching him in the right mood, advertising gets a better break.

Advertising in the Sunday comics gets certain reception; most people read the comics every Sunday. The habit is deep rooted, and a whole family habit.

In Metropolitan Group comics, your copy gets the best break. These sections have the best comics, of the highest proven popularity and largest following. The 24 newspapers have the largest circulation—12,000,000! Among the best people, in the best markets in the U.S. Coverage enough to get action in more places than any other medium—or any list of media!

The space unit is big enough to swing an advertising cat, or a flock of kittens. There's color, which doesn't lessen any ad's appeal. And because the package is big, the cost is low... This Group's comics represent the best medium opportunity in advertising today... Got any ideas? So have we... Call any office.

## Metropolitan Group

Baltimore Sun • Boston Globe • Boston Herald • Buffalo Courier-Express • Chicago Tribune • Cleveland Plain Dealer  
Des Moines Register • Detroit News • Detroit Free Press • Milwaukee Journal • Minneapolis Tribune & Star Journal • New York News  
New York Herald Tribune • Philadelphia Inquirer • Pittsburgh Press • Providence Journal • Rochester Democrat & Chronicle • St. Louis Globe-Democrat  
St. Louis Post-Dispatch • St. Paul Pioneer Press • Springfield Union & Republican • Syracuse Post-Standard • Washington Star • Washington Post  
220 East 42d St., New York • Tribune Tower, Chicago • New Center Bldg., Detroit • 155 Montgomery St., San Francisco

# Sales Management

Vol. 51, No. 9

October 20, 1942

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SALES MANAGEMENT 1



# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending October 20, 1942:

## More Spending, Less Saving

THE BOSTON CONFERENCE ON DISTRIBUTION last week was, in your reporter's opinion, the most interesting and worthwhile of all the 14 held by the organization, which is sponsored by the Boston Chamber of Commerce in cooperation with scores of other associations, chambers of commerce and colleges. Despite the fact that this is a sellers' market, that there is a terrific shortage of so many lines of merchandise, and that traveling is difficult, the attendance was markedly higher than last year. Every business session, every luncheon, was jammed to capacity.

The speakers were a well-assorted cross-section of private business, various government departments, editors, foreign visitors and men from leading schools of business.

Most of these speakers, either directly or through implication, put the sales executives of the nation very much on the spot so far as the future is concerned by driving home the necessity of keeping peacetime production and employment up to wartime levels and, of course, this can be done only if sales departments are successful in finding markets for the goods which the factories can produce.

Perhaps the most provocative of all of the speakers was the brilliant Robert R. Nathan, Chairman of the Planning Committee of the War Production Board. After stating that depressions are a man-made phenomena and do not result from sun spots and other uncontrollable mediums, he pointed out that we must resolve not to resign ourselves to the inevitability of economic unemployment and depression after the war. "We must, on the other hand, determine doggedly that we can and that we will so guide and direct this private property free enterprise system of ours successfully. The best insurance for the continuation of the democratic free enterprise system is its successful operation. Recurring depressions are costly in lost production, in endangering the very existence of democracy. The cost of the major depression of the 1930's may be illustrated by the fact that even today when we are spending at a rate of over \$60 billion per year for war, we are still producing more goods and services than in the low years of the depression.

"We must understand the simple economic truism that when we produce goods and services, we simultaneously generate an equivalent amount of buying power. When this nation has a national income of \$100 billion, economic enterprises are producing goods and services valued at \$100 billion and, at the same time, the flow of buying power is equal to \$100 billion. When this buying power manifests itself in real demands for goods and services, there is continued production at high levels of activity. When, however, any substantial portion of the buying power so generated is not utilized to procure the goods and services which are produced, we find ourselves faced with excess inventories and less inducement for further production."

Then he startled his audience by coming out strongly for more spending and less saving, and in his analysis of what happened during the 1920's he showed that the collapse could be traced to a too-substantial flow of savings into categories of investment which could not be sustained.

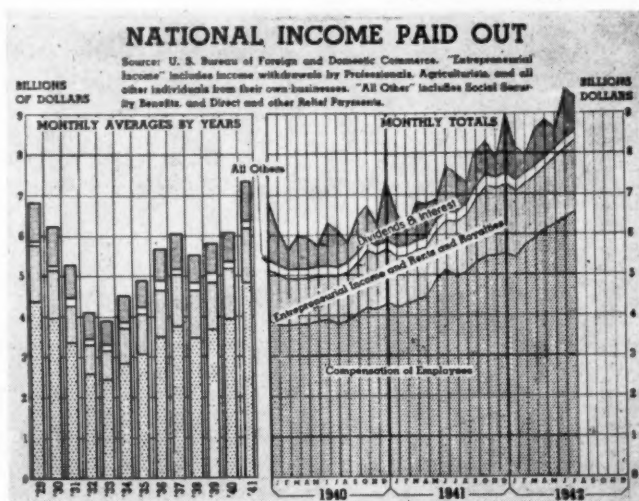
"I believe we would be better off in the long run if a larger proportion of our buying power were spent by

consumers and a smaller proportion were saved. This may sound like heresy to a people who have been encouraged from childhood to save. It is hard to impress people that more spending and less saving may benefit them in the long run. However, it should be obvious that our standard of living and our economic well-being result more from high levels of production than from an accumulation of resources. *The more we spend, the more will be the demand for goods and the higher will be our production.* Of course, production in turn depends upon capital equipment which in turn depends upon saving, but excess plants and equipment resulting from over-investment and over-savings do no good and lead to depressions."

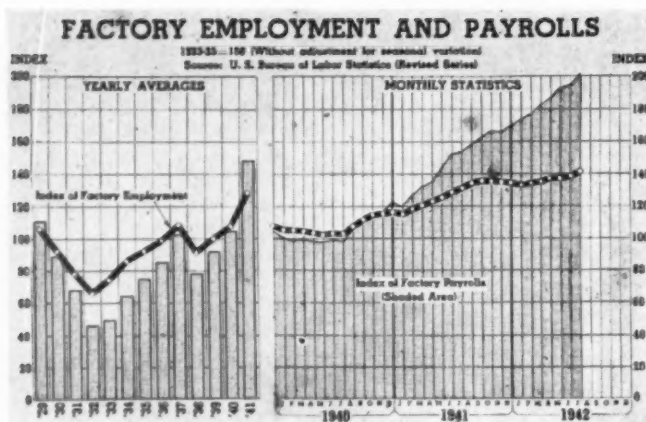
## General Electric Agrees

ON THE SAME PROGRAM with Robert R. Nathan was David C. Prince, vice-president of the General Electric Co., who told of that company's studies in estimating their share in future prosperity. Mr. Price and Mr. Nathan were in substantial agreement about the great possibilities for private business after the war. Mr. Price showed charts based upon studies made by General Electric in cooperation with the Department of Commerce and other manufacturers which point to a national income paid out to individuals about two years after the war amounting to \$105,000,000,000 and employment for 57,000,000 people. The G-E studies show increases for that "Victory Plus Two Years" over 1941 of 10% for food, 15% for gasoline and oil, 22% for clothing and accessories, 22% for shoes, and, in addition, these other percentage gains: Personal furnishings 24, drygoods and notions 27, household furniture 24, floor coverings 38, heating and cooking apparatus 23, electric appliances 22, radios 30, clocks and watches 30, passenger cars 27, sporting equipment 36.

In the producers durable goods field the G-E studies



National income paid out in July totaled \$9,383,000,000. In June the figure was \$9,553,000,000 and in July, 1941, \$7,738,000,000. Compensation of employees: July, \$6,505,000,000; June, \$6,498,000,000; July, 1941, \$5,168,000,000. Dividends and interest: July, \$871,000,000; June, \$1,126,000,000; July, 1941, \$919,000,000. Entrepreneurial withdrawals: July, \$1,749,000,000; June, \$1,675,000,000; July, 1941, \$1,405,000,000.



The unadjusted factory employment index rose to 141.6 in July from the revised June figure of 139.1 and the July, 1941, figure of 130.6. Payrolls rose to 202.4 in July from the revised June figure of 197.7 and the July, 1941, figure of 152.7. The current payroll figure is almost double the 1929 top.

show substantial increases for farm machinery, tractors, and factory and mining machinery, but declines for engines, turbines, machine tools, heavy electrical equipment, aircraft and ships.

Other striking features of the G-E forward-planning report will be incorporated in Marketing Pictographs to appear in the November 15 issue of SM.

## The Bad Side of the Picture

NOT ALL OF THE SPEAKERS spoke of the future and not all of them were optimistic. Many talked in a down-to-earth way about current problems. Under-Secretary of Commerce Taylor, for example, said that the Department estimates during the next 12 months a mortality of 300,000 retailers in excess of normal retail mortality, and a draining off of 1,400,000 retail clerks and employers who will either go into the armed services or into war production plants.

Director Joseph B. Eastman of the ODT spoke of the transportation headaches to come and of the necessity for eliminating wasteful and excessive cross-hauling. It seems obvious that, as the war goes on, attempts will be made in many fields to eliminate cross-hauling and excessive mileage and that this may result in a trend which will affect marketing after the war is over. For example, under existing depleted transportation facilities, the small sectional manufacturer will be favored because he can deliver his goods with the least amount of delivery-miles. Will he be able to retain this advantage after the war is over? Will the national manufacturer lose out unless he establishes more branch manufacturing and distributing plants?

Edward L. Bernays warned us not to be too optimistic about the ease of shifting back. "Getting out of a war-economy into a peace-economy will be much more difficult than our job of turning from a peace to a war economy. Any plans we make must be based on an initial great handicap, and that is, that peace cannot be forecast sufficiently long in advance for a gradual reduction of production. This will create problems of converting industry to civilian use. It will mean that with the cessation of war production millions of workers will be released from that type of labor. Millions of soldiers must also be released from the army. All of these people will be unable to buy consumer durable goods that they want because they don't have the purchasing power." . . . As against this Professor Melvin P. Copeland of Harvard predicted that the switch-back period would be accomplished between six months

and one year and will be followed by a period of general prosperity which will last for several years at least.

## Hats off to the ANA!

ADVERTISING AS THE WAR PROGRESSES is becoming less and less selfish and more helpful in the war effort and in the national interest. Following the two-day wartime meeting to be held by the Association of National Advertisers in New York on November 11 and 12, advertising contributions are liable to become even more potent in aiding the war effort because the purpose of the meeting will be to give to business essential information needed to bring about a better understanding of a number of the key war projects which are affecting or will affect fundamentally the marketing and advertising practices built up in these times. Leading government officials will be present to explain the various government programs in the light of most recent developments.

As Gordon E. Cole, Chairman of the ANA puts it, "Advertisers through long experience in promoting the sale of their goods have become highly skilled in the use of mass communication, commonly known as advertising. That tremendous force is already being utilized to aid the war program. A much more effective job can be done, however, if national advertisers have a better understanding of the various government programs. A frank exposition of the aims and objectives on the part of government will go far to unify and properly direct our war efforts."

In this department of September 15 we summarized the clarified Treasury attitude toward advertising expenses which was worked out in cooperation with the ANA. Now they have gone a step further getting from the Procurement Policy Division of the War Production Board a clarification of the question of advertising expense as an allowable item of cost on government war contracts. Misunderstanding arose over the fact that the government booklet commonly known as the "Green Book," which was the only printed government document on the subject, says that expenditures for advertising will not be allowed except as a form of contribution to trade and business journals.

What was not clear was that the ruling is an interpretation of a Treasury Department ruling of some years' standing and applies only to cost-plus-fixed-fee contracts, which are in the minority, and in most of which the contractor has not been nor would be normally an advertiser so far as the product in question is concerned. An example would be the erection of a new plant to produce war materials which is erected at government expense and a private company, often in an unrelated business, is engaged to manage it.

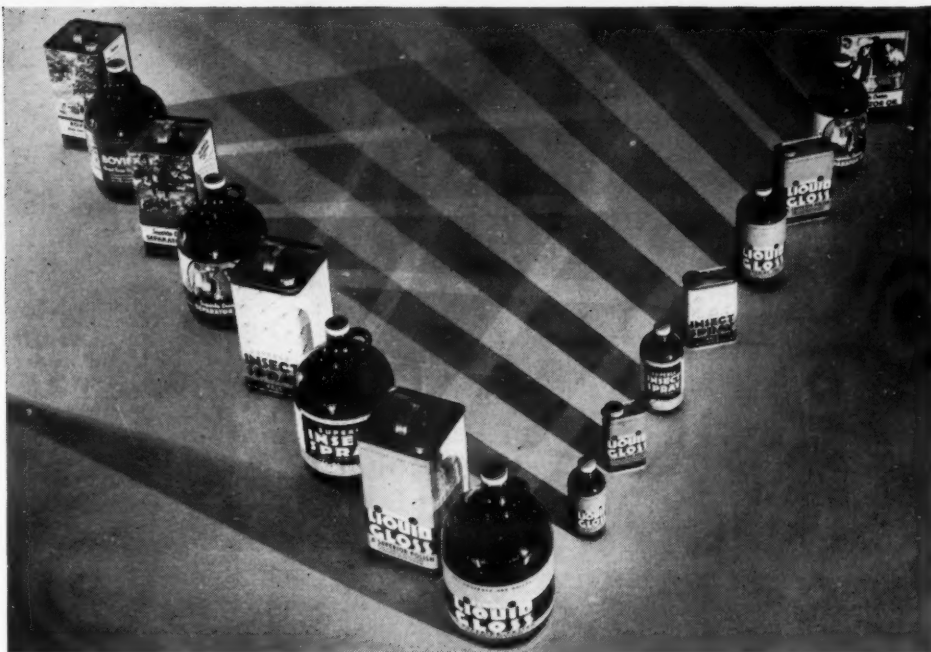
Under the new clarified ruling, the Price Adjustment Board when reviewing the profits of war contractors will allow a reasonable expenditure for advertising to be included in the overhead of the contractor and the definition of "reasonable expenditures" will be substantially that outlined by the Secretary of the Treasury.

On October 8, Under-Secretary of War Patterson said that he expected the entire controversial question of advertising under re-negotiated war contracts would be cleared up through legislation now before the Senate Finance Committee. This would be designed to make legal what is now only an administrative interpretation. He said that the price adjustment agencies have decided to follow the Treasury's tax policy of allowing "reasonable" advertising deductions; the War Department now recognizes the advisability of allowing contractors substantially engaged in war production, to charge off the cost of advertising their peace-time products in order to maintain public goodwill for a post-war return to civilian manufacture.

PHILIP SALISBURY

SALES MANAGEMENT





1.



2.

# Victory Packages

1. & 2. Out of tin cans and into glass bottles. Out of iron drums and into laminated wood drums. That's the program of the Standard Oil Co. of Indiana for its products. Its lines of liquid gloss, insect sprays and similar products have been completely repackaged. Heavy lubricants are now packed in the wooden drums, the inner linings of which are lined with a chemical that prevents grease from seeping through the pores of the wood.

3. Hoenshel Fine Foods Co. has successfully coped with tin shortages, increased product protection, speeded packing and shipping efficiency by adopting a special new

corrugated package engineered by Hinde & Dauch Paper Co.

4. Rhino-Prene faucet washers had been packed in tin boxes but are now handled equally satisfactorily in the new folding cartons. A number of different cartons are being used, all of which carry out the family resemblance. Cartons are designed and manufactured by Robert Gair Co.

5. S. C. Johnson & Sons, Inc., has joined the parade to glass containers, supplied by Owens-Illinois Glass Co. Closures for waxes and polishes are small to facilitate pouring. Bottles are light in weight and simple in design.

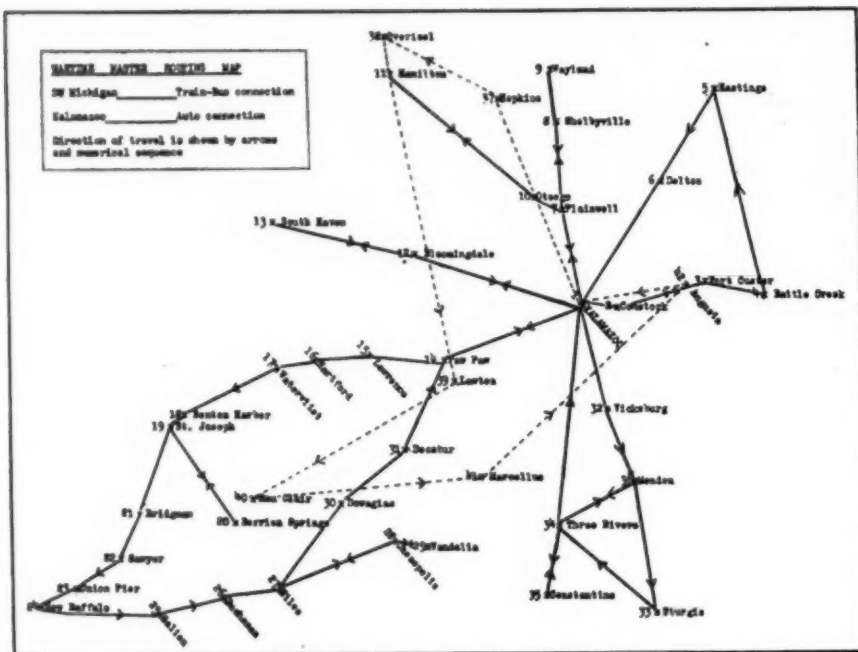


3.

4.



5.



BY R. E. RUNZHEIMER

Runzheimer and Co.,  
Research Engineers,  
Chicago

One important step in re-aligning the travel set-up of your salesmen is the drawing of a territory map for each man. One such map is shown here. See article for full explanation.

## How to Revise Salesmen's Travel Schedules Under Gas Rationing

Here's a sound, brass-tacks, how-to-do-it article which will show you exactly how to go about eliminating automobile mileage from your salesmen's routes. The plan provides for contact with every key account, makes use of all available train and bus facilities.

THE problem which every sales executive now faces in cutting down the business auto mileage of his salesmen is a lot like that of the football coach facing his squad on the first day of training for a stiff campaign. Some of the boys are almost "built double" with excess pounds; some are merely pleasingly filled out with added pounds which are far from necessary; others, after a Summer's rigorous job, are already down to the vitally necessary bone and good hard muscle. Each man must be handled as an individual problem and the coach certainly cannot lay down an overall flat percentage of weight reduction for the squad as a whole.

Similarly, the demands of wartime make it imperative that you, as a sales executive, reduce the automobile mileage of each of your men to the absolute minimum representing the vitally necessary "bone and hard muscle" without which the essential job in each territory cannot be done. That means that in some territories you will have to "sweat down" whole layers of

grossly excessive mileage; in some you will find only a moderate excess of "convenience" mileage to shed;—while in others you may find the present mileage already is at or close to, the point of essential "bone and hard muscle." Too, you will need to treat each territory as an individual problem and in determining the necessary minimum of automobile mileage in each you will find it helpful to concentrate on three simple steps:

*First*, determine the list of towns in each territory in which personal calls by the salesman are absolutely necessary, by careful elimination of all present call-towns in which personal sales contacts are no longer required or justified.

*Second*, prepare an accurate analysis of the above list of each territory's call-towns showing which towns can be advantageously covered by established train-bus services; which towns, consequently, must still be covered by auto; the circuit mileage needed to cover the latter; the number of circuits and total auto miles per year.

*Third*, place copies of this analysis in the hands of the salesman, primarily for his day by day guidance in routing and, secondarily, for his use when appearing before his local rationing board to establish his gasoline ration classification.

It is obvious that the second step above is the keystone of the program and likewise one which calls for a considerable amount of detailed analysis if it is to be done properly. We are for that reason describing in this article the form in which such a territorial travel analysis may be presented, the data and materials needed and the steps in the procedure for carrying out the complete analysis.

The Master Travel Chart and routing map which are shown at the top of these pages are one effective form in which the results of each man's territorial analysis may be presented so as to be most helpful to company planning, as well as to the salesman in day to day routing and in presenting his request for essential gasoline to his rationing board. In the example shown we have based our analysis on an actual territory of a salesman for a client company who must cover 42 regular call-towns in Southwestern Michigan with headquarters in Kalamazoo. You will notice that the summary given at the head of the chart shows these important facts:



# WARTIME MASTER TRAVEL CHART

Home . . . . .	SW Michigan	Train-Bus Circuit mileage	615	Train-Bus annual mileage	9,300	Unused tire mileage on hand . . . . .	13,000
Territory . . . . .	Kalamazoo	Auto Circuit mileage	27	Auto annual mileage	2,700	Remaining tire life at present rate of auto travel . . .	1 year
Present annual mileage . . . . .	26,000	Total circuit mileage	852	Total annual mileage	12,000	REMAINING TIRE LIFE AT CHARTED RATE OF AUTO TRAVEL . . .	4.8 years

## -I TRAIN-BUS SCHEDULE-

- see key at lower right -

No.	Mile City & Time of Connections
1	KALAMAZOO (54097)
2	6:40 & freq. to 12:15
3	Comstock (750)
4	6:50 & freq. to 12:27
5	Camp Custer
6	7:20 & freq. to 12:55
7	Battle Creek (43453)
8	7:41 & freq. to 11:16*
9	6:45 & freq. to 11:59*
10	Hastings (5175)
11	7:25 & freq. to 12:40
12	7:30-4:15*
13	Delton (350)
14	7:55-4:40* (to Kalamazoo)
15	2:06* (to Kalamazoo)
16	8:10 & freq. to 10:00*
17	Shelbyville (100)
18	2:12*
19	9:22-1:22*-4:47*-6:47*-7:52*
20	Wayland (1005)
21	ar-2:29*
22	9:31-1:31*-4:55*-6:55*-8:00*
23	1:44* (to Plainwell)
24	7:49-11:04-3:09*-6:24*-9:29*
25	Oscego (3428)
26	11:08-5:18* (to Plainwell)
27	11:48-5:58*
28	12:27*-8:02*
29	11:25-4:25*-8:05*

No.	Mile City & Time of Connections
13	18 South Haven (4745)
14	12:00*-5:00*-8:40*
15	1:15-1:20*-5:45*
16	56 Paw Paw (1910)
17	9:40-1:00*-4:55*-8:05*
18	6 Hartford (1694)
19	9:50-1:10*-5:05*-8:15*
20	5 Watervliet (1193)
21	10:00-1:20*-5:15*-8:25*
22	11 Benton Harbor (16668)
23	10:25-1:40*-5:35*-9:25*
24	2 St. Joseph (8963)
25	7:05 & freq. to 9:50*
26	15 Berrien Springs (1512)
27	7:28-11:18-2:33*-6:28*
28	1:15-1:20*-4:17*-8:12*
29	26 Bridgman (774)
30	11:00-2:05*-4:00*-6:00*-9:50*
31	4 Sawyer (300)
32	11:06-2:11*-4:06*-6:06*-9:56*
33	6 Union Pier (275)
34	11:16-2:21*-4:16*-6:16*-10:06*
35	4 New Buffalo (1190)
36	11:22-2:27*-4:22*-6:22*-10:12*
37	1:31-5:58
38	11:42-6:55*
39	4:20
40	12:00*-7:13*

No.	Mile City & Time of Connections
26	7 Buchanan (4056)
27	4:34
28	12:12*-7:25*
29	7 Miles (11328)
30	ar-4:49
31	12:21*-7:34*
32	1:21*-7:34*
33	12:43*-7:56*
34	6 Vandalia (360)
35	ar
36	12:52*-8:05*
37	12:17*-7:52*
38	33 Dowagiac (5007)
39	5:11 (to Miles)
40	4:55-10:40-6:00*-10:59*
41	15 Decatur (1599)
42	5:26
43	5:17-11:02-6:25*-11:24*
44	37 Vicksburg (1774)
45	ar-12:18-6:14* (to Kalamazoo)
46	8:25 & freq. to 7:05*
47	1:12-18-6:14*
48	9:15
49	24 Sturgis (7214)
50	ar-12:18-6:52*
51	10:00
52	1:15-11:56-4:10*-6:29*-8:50*
53	24 Three Rivers (6710)
54	ar
55	11:15-11:56-4:10*-6:29*-8:50*
56	1:15
57	9:25-4:55*-6:55*
58	8 Constantine (1384)
59	ar
60	9:40-5:10*-7:10*
61	1:15-11:56-4:10*-6:29*-8:50*
62	9:20-3:00*-7:45*

No.	Mile City
37	35 Hopkins (455)
38	23 Overland (300)
39	48 Lawton (1134)
40	40 Eau Claire (328)
41	35 Marcellus (992)
42	44 Augusta (785)
43	12 KALAMAZOO (54097)

No.	Mile City
36	20 Mendon (667)
37	ar (to Three Rivers)
38	1:48*-8:51*
39	1:15-11:56-4:10*-6:29*-8:50*
40	11:38-6:41*
41	38 KALAMAZOO (54097)
42	10:20-1:45*-4:00*-8:45*

KEY
( ) Population
ar First line-train arrival time
Second line-bus arrival time
First line-train leaving time
Second line - bus leaving time
Where "ar-lv" do not appear arrival & leaving times are same
* P.M.
— No connection (train or bus)

When you appear before your local gas rationing board, be prepared to present plenty of facts—such as those which appear on this master travel chart for one typical salesman—a man traveling out of Kalamazoo, Michigan. This man's present rate of travel is 26,000 miles yearly; at this rate his tires will last only six months. Under the new plan—using bus and train—his mileage is reduced to 2,700 miles yearly, and his tires should now last 4.8 years.

## The Wartime Master Travel Chart—How to Make It Up

1. Type the name of each call-town approximately at center on an ordinary library card. (Note assignment card [See page 20] for Hastings, Michigan, on which we identify the steps in the present summary by circling and numbering the information added to the card by each step.)
2. Arrange assignment cards alphabetically, by towns.
3. Refer to indices respectively of Railway and Motor Coach Guides, record on each assignment card the time-table numbers of train-bus services—train time-table numbers on the first line, bus table numbers on second.
4. Refer to index of road Atlas and record population of each call-town on card.
5. Place tracing paper over photostatic negative of the territory being analyzed and spot, in pencil, the location and name of each call-town.
6. On 36-column (or more) pad: (a) Type on left-hand margin in alphabetical order, names of all call-towns; (b) Write, in pencil, along the top, numbers of all train-bus time-tables serving all *except key transportation centers*, preferably in numerical sequence, and identify train and bus tables by use of prefixes "t" and "b"; (c) For each call-town tally the train-bus tables serving it by the usual "x" in proper columns. (Note: The reason for omitting tally of table numbers serving key centers, such as Battle Creek and Kalamazoo in the example used, is that this avoids listing of scores of tables which do not serve the other call-towns in the territory, whereas the tables serving the smaller outlying call-towns, include these key centers.)
7. By referring to the time-table tally sheet (step 6 above) identify the several time-tables serving the greatest number each of your call-towns.
8. By referring to the primary tables identified from step 7, and to the tracing paper "spotting" of the call-towns provided by step 5, determine the routing sequence and exact arrival and leaving time of all call-towns which can be

- advantageously covered by established train-bus services, and: (a) Start with the salesman's home city as number 1 in routing sequence; (b) Use the tables which the time table tally in step 6 shows to include the greatest number of call-towns served with at least two trains or buses daily; (c) By reference to call-town "spotting" map in conjunction with the time-table tally, include in right sequence routing to and from call-towns tributary to call-towns on the primary tables being followed; (d) Record on each assignment card the sequence number and the exact arrival and leaving times in the positions indicated on the accompanying illustration for Hastings, step 8.
9. All assignment cards remaining after step 8 is completed comprise call-towns which must be reached by automobile exclusively and these are assigned routing sequence numbers chiefly by referring to their relative locations shown on the "spotting" map.
10. Refer to road map and record the approximate inter-town mileages on the assignment cards in the position shown on card illustration as "10."
11. Place all cards in numerical routing sequence and determine: (a) Total train-bus circuit and annual mileages; (b) Total auto circuit and annual mileages; (c) Combined approximate annual mileage, and (d) Estimated remaining tire life at *present* vs. *charted* rates of annual auto travel.
12. Type on 11- by 17-inch sheets (or larger) with desired number of copies, the travel chart as illustrated, directly from the data now shown on the assignment cards.
13. By use of tracing paper, typewriter and pen, make desired number of final maps from the pencil "spotting" map developed in step 5 and show on these final copies direction of travel by sequence numbers and arrows—heavy lines showing train-bus routes, broken lines showing auto routes.
14. Forward, with explanation for their use, at least one copy each of the travel chart and map to the salesman in the field.

Mich.

696  
138-1442-1454a-1457

5

25

Hastings (5175)

ar. 7:25 + freq. to 12:40

lv. 7:30 - 4:15\*

①  
③  
④  
⑧  
⑩

This is a sample assignment card. For full explanation of its purposes, and how to make it up, see the accompanying article.

1. This salesman's present rate of auto travel is 26,000 miles annually, his remaining tire mileage is 13,000 and his remaining tire life would therefore be only *six months*.

2. The effective use of train-bus services in his territory will reduce his necessary auto mileage to only 2,700 annually.

3. As a result, his remaining tire life will be extended from only *six months* to *4.8 years*.

Notice also that the body of the chart presents the following logically detailed information on this salesman's territory, supporting and giving meaning for day by day use of the above summary facts:

1. The 36 call-towns which may be advantageously covered entirely by train-bus service.
2. The sequence in which these towns may best be covered (also shown by sequence numbers and arrows on map).
3. The inter-town mileages.
4. The population of each call-town.
5. The number of daily service frequencies and the exact arrival and leaving times of all trains (on first line of time connections) and of all buses, on second line of time connections).
6. The total train-bus circuit mileage.
7. The six call-towns which must be covered by auto, inter-town mileages, populations and total auto circuit mileage.

The list of data and materials needed in making an analysis such as that suggested above for each salesman's territory is relatively simple and readily obtainable:

1. Latest edition of Official Railway Guide—price \$2 per copy.
2. Latest monthly edition of Russell's Official National Motor Coach Guide—price 60 cents per copy.
3. Rand McNally (or comparable) pocket-size map of state or states comprising each salesman's territory—price, 50 cents per state.
4. Photostatic negative of each salesman's territory from the above maps,

enlarged to the most convenient size permitting convenient and clear plotting of all call-towns—price usually 50 cents each negative.

5. Miscellaneous materials needed: Tracing paper, plain white three- by five-inch library cards, typewriter bond and copy paper size 11 by 17 inches, columnar pad (four columns with item space), Cross-tally pad (36 columns with item space)—prices, nominal.
6. The equipment needed will be found in practically any general office: Typewriter with 18" roll, adding machine, drawing board, road atlas by states.

Over a period of several months we carried out extensive studies to find out what steps in working procedure should be followed in order to complete the recommended wartime travel analysis of each sales territory in the most accurate and quickest way. A brief description of these steps, in logical order is given under the chart on the preceding page.

*Will it pay you to make such a detailed analysis?*

There are a number of reasons why an accurate travel analysis such as the one described will pay you well under present conditions:

*First*, a complete and detailed analysis is the only way in which you can convince the average salesman that he can make a drastic reduction in auto mileage and still cover his territory effectively.

*Second*, a carefully prepared travel chart and map, such as described in this article, will serve as a valuable daily travel guide to the salesman.

*Third*, these charts and maps will also be exceedingly useful to the salesman in presenting in an intelligent and convincing way the facts regarding his need for gasoline to his local rationing board.

*Fourth*, intelligent changes in routing are made possible by use of this in-

formation which otherwise could not be made. In the accompanying chart and map towns number 11, 37 and 38 have populations of only 500, 455 and 200 respectively. Yet the additional mileage (both train-bus and auto) involved in covering them is about 134.

*Fifth*, if your company has never made careful routing studies on individual territories the suggested analysis will very probably show you how to make some startling, and permanent, reductions in necessary mileage and travel expense. On the first chart accompanying this article it is shown that the total yearly mileage (train-bus plus auto), required for the same frequency of contact or important call-towns as at present, is only 12,000 whereas the salesman has been driving over 26,000!

### Correct Allowances

It has naturally occurred to every sales executive paying his men a flat mileage allowance when using their own cars on business, that the severe auto mileage reductions now necessary in many territories throw such allowances badly "out of kilter." For example, suppose you have a man traveling 18,000 auto miles annually on a four cent per mile allowance, but whose mileage by auto the coming year will be 8,000 at the most. Whereas his \$720 yearly reimbursement on the 18,000 mile basis very probably paid him a slight premium over and above all costs on a low price car, this is no longer the case on a \$320 reimbursement on an 8,000 mile basis.

In most territories East of the Mississippi and north of the Ohio rivers the per mile costs on gas, oil, maintenance repairs, greasing, and tires—items which vary directly with miles driven—average close to 2.4 cents under present conditions, when cars in the low price class are considered.

That means that the salesman on the four-cent per mile allowance has only 1.6 cents over 8,000 miles of driving—or a yearly total of \$128—with which to pay for insurance, license and taxes and depreciation. This simply will not cover the cost of these items by at least \$125 on the average, with the result that the individual driver who formerly got the benefit of a nice premium at 18,000 miles, is now feeling a pretty sizeable loss.

Our suggestion, therefore, is that you make your future reimbursements on a basis of a per mile allowance covering only the items of maintenance, greasing, tires, gasoline and oil, *plus* a weekly or monthly allowance covering the estimated fixed cost of insurance, license, taxes and depreciation.



# Campaigns and Marketing

## Apathy on the Carpet

Artloom Corp., weavers of rugs and broadloom carpeting, are running a series of wartime "inspiration" ads in a list of selected trade publications. Subordinating corporate interest to the national good, on the theory that advertising that does less than that is only ankle deep in the war effort, the ads avoid emphasis on Artloom's war production, barely mention it in four short lines of institutional copy. Because advertising when it steps out of its usual commercial role can smack so easily of the pulpit, Artloom takes news stories about heroism and sacrifice on the home and battle fronts, retell them briefly in dramatic wording that catches something of their epic quality, let the stories preach for themselves.

Ads are to run monthly for the balance of the year. The schedule may be enlarged at a later date. M. H. Hackett, Inc., New York City, is the agency.

## Radios of the Future

Radio and magazines team up in Continental Radio & Television Corp.'s campaign for Admiral radios, aimed at keeping the Admiral trade-mark foremost in the minds of future radio buyers.

According to present plans, "World News Today," a 25-minute program, broadcast over CBS every Sunday and featuring famous CBS correspondents speaking direct from world news centers, will run for a year under Continental's sponsorship.

A page ad in the November 14 issue of *Collier's* will keynote the theme of the magazine campaign with the headline "The Shape of Things to Come." Insertions will follow every fourth week. In each ad a leading industrial designer will present his conception of the radio of tomorrow. Additional publications may be added to the schedule at a later date. Agency: Crutten & Eger, Chicago.

## Meaty Copy

The American Meat Institute, in 365 newspapers in 230 cities, using 1,000- and 1,500-line copy, has started to tell the story of the meat industry's attitude on rationing problems and the meat supply. It advises: 1. Know the meat cuts most available from day to day; 2. Continue to serve meats as often as possible even though you serve less per meal.

"Rationing is sharing," says the institute. It offers two booklets, "32 Tested Meat Recipes" and "Meat Buying Guide for Thrifty Meals." They're not free; cost a nickel. Leo Burnett Co., Chicago, is the agency.

## Aviation Gas for Cars

Socony-Vacuum has launched a promotion campaign on its new "Houdry-Type Mobilgas" for motorists. Page copy, staggered, broke in all Chicago papers and the sales story is that this aviation gas is now available for car owners. Full page reprints are available to all Mobilgas service station operators along with display posters. Copy centers around research done. Also, it points to the Houdry developments in artificial rubber. J. Sterling Getchell, Inc., New York City, is the agency.

## Pond's on the Victory Front

Starting in November issues of magazines, the new Pond's Cold Cream campaign will retain the theme "She's Engaged, She's Lovely, She Uses Pond's," but will feature engaged girls "working for victory." For example, copy in one ad will talk about a girl who is a research worker with the Army's first mobile labora-



Nash-Kelvinator reports in newspaper ads on production of the Navy's new cargo carriers, designed and produced in limited numbers by Vought-Sikorsky, scheduled for mass production by N-K. "A complete new assembly plant had to be built, but the men of Nash and Kelvinator haven't waited for the walls to go up. In the plants, where yesterday's cars and refrigerators were built, Nash-Kelvinator engineers have made the patterns and templates—gotten the parts rolling."

tory, in another about a girl employed loading shell detonators in a munitions plant. Agency: J. Walter Thompson, New York City.

## Ship Early

Urging dealers to set up "Headquarters for Service Men's Packages" Chicago Printed String Co., makers of Tie-Tie gift wrappings and ribbonette, is running a trade paper campaign stressing unusually early demands this year for packaging materials.

Ads in *Ladies Home Journal*, *Good Housekeeping*, *Better Homes and Gardens*, *Charm*, *Harper's Bazaar*, *Glamour* and *The New Yorker* plug the importance of shipping Christmas packages for the fighting men early.

Information on U. S. Postal regulations governing packages for men in the armed forces, packaging instructions, suggestions for wrapping have been supplied to all Tie-Tie dealers.

## On the Air

Spratt's Patent (America) Ltd., starts its first advertising over Columbia's New York City outlet, WABC, participating in the "Arthur Godfrey" morning program. Agency: Paris & Peart, New York City.

Another starter on that station is A. Goodman & Sons, Inc., who are sponsoring "Missus Goes A-Shopping." WJZ will carry spot announcements three nights a week. Agency: Al Paul Lefton, New York City.

The Grove Laboratories, St. Louis, plug their Bromo Quinine Cold Tablets and Vitamins on "Songs of the Allies," a new five-minute program carried by 30 stations. Agency: Russell M. Seeds, Chicago.

Studebaker Corp., one of the first automobile manufacturers to sign a radio contract using institutional copy after the freezing order, has renewed its WABC program, "Eric Sevareid and the News." Roche, Williams and Cunyngnam, Inc., Chicago, is the agency.

## Blanket Conservation

Chatham Mfg. Co., Elkin, N. C., will urge blanket conservation in its fall campaign, scheduled for national weeklies and monthlies. Technique of the ads will employ humorous drawings of Mrs. Hepplewhite, a fussy dowager whose passion for blanket care goes to extreme lengths, to underscore the importance of sound conservation methods, which are explained in the copy.

The ads will not be devoted entirely to blanket protection, but will remind readers of the Consumer's

(Continued on page 51)

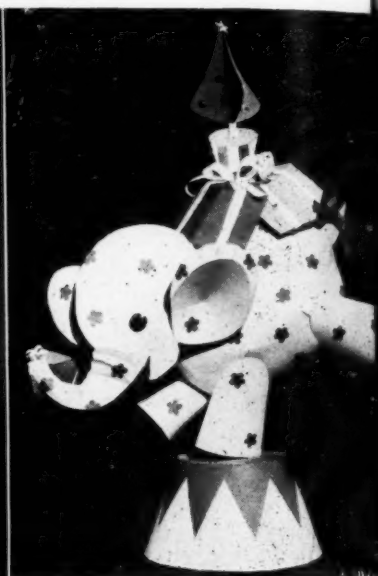




## About the Pictures:

Even editors have fun occasionally—especially when entertaining pictures like these come into the shop. Every display shown here is made wholly of paper—no other materials, no art work. They're Marquardt & Co.'s resourceful answer to shortages. The pieces showing the leopard and the foxes are part of a fur display series . . . the skittish elephant will be seen in Christmas windows . . . At the far right is a school-opening display.

What a shame we can't show them in color!



# Displays Made of Paper Open a New Market for Marquardt & Co.

With scores of raw materials customarily used in displays now on priority lists, this paper company demonstrated what could be done with alternates—in this case, papers. Artist Ugo Mochi, creator, designed such effective traffic stoppers the company has moved to new quarters to take care of increased business.

**T**HEY'RE called "paper sculptures." You see them in department store and chain store windows all over the country. The figures—animals, people, trees, furnishings—are designed by Artist Ugo Mochi for the New York paper firm Marquardt & Co., Inc.

The display end of Marquardt's business is only a year and a half old. It's the brain child of Howard F. Harter, an old-line display man, who foresaw that there would be a shortage of most products that go into display fixtures, paper excepted. To win

acceptance, paper displays would have to be top-notch, he reasoned; and so he got a top-notch man to design for the newly formed display division of Marquardt—Ugo Mochi, who had won almost every honor conceivable for his various forms of paper art.

Nearly everyone who passes a big department store regularly has seen some of Mr. Mochi's entertaining displays, and anyone who sees a Mochi display remembers it. There are his animals, amazingly lifelike, yet doing things animals in real life cannot do. This Christmas, for example, there

will be star-spangled paper elephants poised on one forefoot, with gift packages on their backs and attached to their trunks. There is a series of animals for a fur display—coquettish lambs, a sad-eyed leopard, a pair of foxes, each against an appropriate background—all of paper. Even when the displays are almost flat, there's a three-dimensional effect, achieved by such touches as ringlets, neckties, muffs, plumes in hats, etc. Backgrounds are not just necessary evils—they're entertaining, and often beautiful, in their own right—and all made of paper. It is Mr. Mochi's proud boast that he can make *anything*, achieve *any* effect, through the medium of paper alone, and inspection of examples of his work bears him out.

The Marquardt showroom is Storybook Land itself, with huge birds, gorgeous in their gaily colored paper

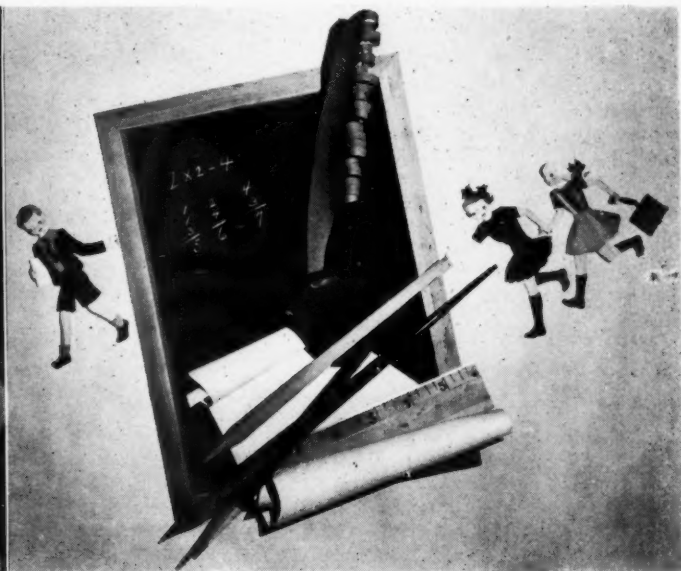
plumage; totem poles; Autumn scenes with paper trees turning russet and brown; gay-cavalier alligators with hand-bags under *their* arms; a delightful family, from Baby Sister in her poke bonnet to Papa in high hat, red muffler and his three-dimensional nose; school accessories (for a Back-to-School display)—complete even to five-foot long pencils and a correspondingly large ruler, all, surprisingly, of paper; and a kitchen of 50 years ago.

The kitchen, scheduled for Stix, Baer & Fuller's 50th Anniversary dis-

shadow boxes are used to sell the displays—and no further salesmanship is needed as a rule. The division has progressed to the point where the stores now request displays for certain purposes, such as anniversaries or holidays. There was, for example, a recent request from Sears, Roebuck for displays based on the seven wars in which the U. S. has been engaged. Marquardt submitted sketches. They were okayed, and Artist Mochi turned out original sculptures for the displays. The artists in the workroom made duplicates, and they have just

per, which tells the story of 50 years of transportation. New Yorkers probably know him best for a series of silk and paper mosaics, somewhat like stained glass, four panels 15 feet square, formerly at the St. Regis Hotel.

Despite the delicate tracery of many of his designs, Mr. Mochi says his work requires great strength. He uses a lithographer's knife, cutting paper on glass. He has rarely worked in any medium other than paper, though his designs are sometimes executed otherwise. A wrought iron gate at the Chicago zoo was made from one of his



play, is life-sized, in a big, white, rococo paper frame. In it is an old-fashioned Jewel coal range with flame showing through the isinglass window; black iron and burnished copper pots hanging neatly against the wall; a coal scuttle; black cat, and saucer of milk; a pretty woman in white, lace-trimmed apron; and an 1892 calendar on the wall. The colors are achieved by different layers of paper, never by paint. As Sales Manager Harter explains it, paint is scarce these days, and colored paper isn't.

"It's odd, but some of the things we've had to do because of priorities and shortages have turned out all for the best," he tells SM. "For instance, using stapling to fasten the sculptures together instead of rubber cement. We had to experiment and make our own stapling machine, but it has made the displays more durable—the heat and light of the windows don't affect them as they would glue and rubber cement."

When asked how he had gone about building the new display division of Marquardt from scratch, Mr. Harter said it had not been difficult, as the stores really needed display ideas and materials. Miniatures in small-sized

been shown in 21 Sears windows in three stores.

The company also sells individual sculptured pieces. J. C. Penney has just bought 1,600 white eagles. The Schulte cigar stores recently bought a lot of owls. Prices for window displays usually range from about \$25 to \$150. The prices of individual pieces are approximately doubled when "full-round," that is, when the sculpturing extends all the way around a figure. The dancing elephant shown in the accompanying illustration is \$4.99 in the half-round, and about twice as much full-round. Half-round pieces, of course, must be placed so that their flat halves are not visible to spectators.

Member of a prominent family (he is a Marchese), Ugo Mochi was born in Florence. An artist since childhood, he still has a group of silhouettes he made at the age of five. He opened his own studio when he was 15. He has won many honors for his work, in sculpture and silhouettes, but took time out to spend seven years as a successful concert singer. The subjects of some of his most popular silhouettes have been musicians. One of his most famous works was a frieze 28 feet long, cut from one piece of pa-



designs. His pieces (called variously pictures, silhouettes, friezes, designs) sell at prices from \$50 to \$2,500.

"Has it paid to engage a 'fine-arts' artist to create your displays?" In answer to this question, Mr. Harter says it has certainly paid Marquardt. "We've had to take larger quarters, and our business has doubled within the last six months. There is no shortage of brains or ingenuity."



# Dept. of Commerce Gives Small Towns A Pattern for a "Community Plan"

Most of the dozen small towns that acted as guinea pigs in the Government's first experiment in developing a blueprint for community action have already benefited—and new towns are taking up the movement.

(The SALES MANAGEMENT editors urge every manufacturing concern in the country—no matter what it makes, or whether it is fully converted to war work now—to obtain a copy of the manual which is the subject of this article, and to go over it in detail. We suggest further that copies of it be placed in the hands of at least a key group of salesmen who call on dealers or other prospects in small towns, with the idea of urging the organization of local community survey projects. The promotion of hundreds of small town civic betterment plans will create much new business for scores of industries, will aid materially in meeting post-war problems. —The Editors.)

UNTIL the Department of Commerce published the 48-page booklet "Small Town Manual for Community Action,"\* there was available nowhere a well organized program which any small town could use to obtain a clear picture of its civic assets and liabilities. Now, with such a tool available, any community can survey itself and set up a program for exploiting the factors that develop under the head of assets, and for overcoming—at least partially—the factors which rate as liabilities. It's all to the end of promoting local prosperity.

The "Small Town Manual" is already considered by many civic leaders and business men to be one of the most constructive services ever offered by the Department of Commerce. As its use expands, and more and more communities set up, under it, programs for civic betterment, it will become of wider and wider significance to American business.

The little town of Horizon, in the State of Anywhere, has well-managed retail stores, and a variety of other attractions. But the surrounding farm population ignores Horizon—does its

shopping in another town several miles further away. Why? Horizon's business men and civic leaders learned, upon investigation, that their potential customers go to the next town to buy drugs and groceries, not because the rival town's stores give better service, but because the town itself has a movie! In one trip the farm family gets its supplies and its week's entertainment.

Metropolis, a slightly larger town, has the stores, the movies, all sorts of attractions, but it is not getting the business it might from the area it should normally serve. Reason: Metropolis was built for horse and buggy travel. It still has some ornamental iron hitching posts. But it hasn't any parking space close to the shopping area.



Every little town in the United States—towns like those pictured here—needs a community plan. For each has a problem: Youth drifting away, competition from other near-by larger cities, insufficient shopping facilities, vacant factory properties . . . it may be any of these—or something entirely different. Now, through the "Small Town Manual for Community Action," each center can discover itself, can start to "do something" about undesirable local conditions which had perhaps been regarded as chronic and incurable, when they only needed to be analyzed, recognized, and tackled with a logical course of action. Not by a long shot do all good things belong to the larger cities. But the small town folks *do need* to discover their real assets and sell them more aggressively. In that sense, the Department of Commerce "Community Plan" is really a sales plan. And it's a plan for both the present, and for the post-war era.

Photos by Ewing Galloway



\* Published by the United States Department of Commerce, Washington, D. C. Price, five cents.



Fifty percent of the skilled working population of Leadville, formerly employed in its one large factory, which made household utensils, are drifting away to more distant shipyards and war industries, breaking up settled homes and threatening to turn the community into a ghost town. Is there a way of reversing the process to the benefit of the town, the individuals comprising it, and the nation?

The names of the preceding towns are invented. But the problems are real and comprise only several out of hundreds confronting smaller communities the country over.

The "Small Town Manual" provides the means whereby any town, large or small, or a district of a larger city, may assay itself. It is divided into two parts: "How You Can Help Win the War at Home"; and "How You Can Improve Business in Your Town." The key caption to the first section is "Mobilizing Your Town for War and Peace"; to the second, "Mobilizing Your Town for Progress."

After telling who (meaning you) should get things started, when to start and how to start, emphasizing the utilization of existing organizations, the manual lists some sample problems to be tackled. Among them are:

Farm labor shortage, town labor shortage, transportation difficulties, shortages of machinery and parts, increasing production of food and materials, idle machines, plants and equipment, migration of skilled workmen from your town.

Under each head, a method is presented for determining the extent of the problem if it exists and ways of overcoming it. As the introduction to the manual says: "At the end of each set of suggestions is a sample work sheet to enable you to check which of these suggestions your group decided

to follow, to whom the job was assigned, and, finally, the date set for finishing each job."

The second section of the manual suggests a means whereby those interested in the business success of a town may make a "sales survey" of the community. To make surveys it is not necessary to wait for funds to pay professionals. The manual suggests that high school students can gather data under the leadership of teachers. The nature and extent of the town's problems once revealed, appropriate groups can get to work to remedy them.

### Self-Help Stressed

There would be no point in attempting to quote in detail from the manual here. Everyone interested in the health of his town should send for a copy at once and read it. The following section heads, however, will give an idea of the scope of the outline for action: "Self-help is the Key," "Finding the Sources of Prosperity," "Look to the Countryside," "Movies May Sell Groceries," "Permanently Improving Business in Your Town," "Mapping the Area of Your Town," "How to Find Trading Area Limits," "Historical Inventory," "Population," "Retail Sales May Be Used as a Yardstick," "Agriculture—Builder of Business for Wide-Awake Towns," "You Must Determine the Farmer's Opinion," "Significance of Survey of Services to Farmers," "Retail Trade," "Industrial Possibilities," "Social and Recreational Facilities," "Service Groups," etc., all the way to "Summary of Town Inventory" and "Developing the Plan to Use the Completed Survey" under the final "Plan for Action."

Towns all over the United States are studying this long-range plan for

community action to help win the war—and the peace—for that community as well as for the nation. Some communities are using it along with the technique of Wartime Business Clinics conducted under the George Deen Act and sponsored jointly by local chambers of commerce, the U. S. Department of Commerce, and distributive education groups. Some towns are utilizing the Wartime Clinics alone to analyze small town business problems and aid business men.

It is too early to present a long list of community-reorganization success stories, either as a result of application of the Community Action plan, or the Wartime Business Clinic series. But some interesting community success stories have already started to be written, while others are sketching the plot. Here are some of the names: Fort Atkinson, Wisconsin; McKinney, Texas; Olathe, Kansas; Mount Holly, N. J.; Port Jervis, N. Y., all experimenting with community plans; San Jose, Stockton, Pasadena, Santa Barbara, Modesto, Fresno, San Mateo, all in California, working out Wartime Business Clinics.

Take the case of *Olathe, Kansas*, county seat of Johnson County, with a population of less than 4,000 inhabitants when the war started. Non-industrial, its population began to seep away to war industries in Kansas City. Olathe was soon classifiable as a distressed area, with abandoned homes, empty business buildings, the ominous beginnings of a ghost town atmosphere. Should Olathe crawl into its waiting grave or fight to keep itself on the map? Citizens learned of the manual, studied it, and decided to fight.

They made a survey of their problems, began to see possibilities of survival, what's more, of business improvement—and without the necessity



of raising sums of money.

Olathe's first working committee got to work on the empty-house problem. The survey revealed just what property was available for rent and for sale, that information being given to the Chamber of Commerce and the local newspaper office. The survey was barely completed when two war plants began operation in nearby towns, bringing to those towns an influx of workers. The plant towns could not house them. Olathe saw its opportunity, its housing survey provided some answers. It offered rooms, houses, apartments to the new war workers, thus making a bid for new population to replace its recent losses. The committee had already got the townsfolk active to some extent on remodelling the empty homes into apartments.

### City Folk Aid Farmers

Olathe is a trading centre for surrounding farmers. Olathe's townspeople anticipated a serious shortage of farm labor, initiated a plan to survey the extent of the shortage and provide the farmers with help. The agricultural director in the local school headed a committee which prepared a questionnaire in advance of the harvesting season to discover who would come to the aid of the farmers. Boy Scouts were enlisted to distribute the forms. "Townspeople in all walks of life," we learn, "volunteered to give their time and to work for surrounding farmers."

The very satisfactory results of the survey were turned over to the Chamber of Commerce and to the newspaper.

The general survey revealed a transportation problem. Automobiles had been chief means of travel between Olathe and other cities; tire shortages threatened to deprive the citizens of essential transport. A plan was worked out for car pooling and pick-up and the citizens of Olathe are sharing their cars wherever they go, making it possible for normal buying and selling and business activities to continue.

Shortly after Olathe started on its community action plan, the Gardner Naval Air Base was opened just eight miles from Olathe, bringing student air men and their ground crews. Olathe was a logical centre for these young men to congregate, shop, and relax.

But Olathe's planners realized the town had no recreational facilities that would attract these visitors.

How save the Navy men from making the longer trip to Kansas City, and bring business to Olathe?

The committee took over a former Catholic three-story private school,

donated by the church. Business men raised funds and the school was quickly transformed into a pleasant, friendly recreation centre.

The thoroughness of the committee, which made its town sales survey, improved the product—and then did not forget the need for "selling" it, is evidenced by one additional touch. The recreation centre writing room provides the Navy men with writing paper. Taking a tip from the manual, this stationery carries a brief historical sketch of the town. The committee realized that the writing paper would travel all over the world, publicizing their town for the present and for the future. From an incipient ghost town, Olathe has started back on the way to prosperity; and its citizens are sold on planning not only to get prosperity, but to keep it.

McKinney, Texas, with the aid of the manual plan, is discovering not only how to survive, but is also anticipating expansion; and it is doing something it didn't think of doing before: Including farm people from nearby areas on its projects.

### Farmers Aid City Folk

McKinney's danger signal was the disappearance of too many of its young men to work in distant defense plants, or to join the Army. Progressive citizens first became apprehensive, then saw the need for action.

The Small Town Manual suggested the betterment program.

McKinney staged a victory bond selling campaign, beating its quota of \$59,800: By the end of the month recorded \$125,000 subscribed and mostly paid.

With a Victory Day Program the townspeople got the surrounding farmers interested. A Department of Commerce report says: "Never before asked to contribute in a town activity, farm leaders responded enthusiastically, did an amazing job. As a result they will figure prominently in all future plans."

But the town planners had their eye on their industries also. Their factories faced serious difficulties because of lack of materials. The committee set to work to help. "Two mattress manufacturers have pooled their resources and applied to the War Production Board for a contract to make pallets and pillows for the army. A local apparel manufacturer has volunteered to produce nurses' uniforms and other apparel for the service," says the Department of Commerce.

The progress report continues: "Contact work on these manufacturing plans is carried on by a committee of McKinney townsfolk. They do the 'spade work' with the WPB, and pre-

sent the available services. The labor situation is being solved through a local N.Y.A. school which is now training young men from the country for war work. And an inventory of employables and their skills has been completed. This will be given to manufacturers who might be interested in expanding and decentralizing their activities by building branch factories in McKinney."

### City Wages Threaten Towns

Mount Holly, New Jersey, is still having its troubles, but its thorough town survey has provided some of the answers, suggested others. This small town felt the stiff competition of nearby Philadelphia and Camden, both booming with war industries. Workers in both cities prefer to live in Mount Holly.

The town's own ten industries have not yet come into the war effort. Already 50% of Mount Holly's normal work force has left a serious situation.

A survey showed that Mount Holly's industries must get into the war picture. It suggested the need for securing the surrounding farm population as customers. It showed a definite need for "an accredited electrical supply and repair shop." It indicated that the town could be developed as a scenic spot for tourist trade. Above all, it revealed that "parking space for shoppers was entirely inadequate."

Most of the suggested projects are only in the making, but one project is under way. The committee raised the money to build a large parking area. At the same time "steps were taken to expand this area to include a baby depository and an open-air farmers' market."

In the making at Mount Holly are the following plans: 1. Aid to surrounding farmers in supplying labor, particularly in the picking of seasonal crops such as tomatoes, blueberries, cranberries; both week-day help and "co-operative Sundays"; 2. Formation of post-war discussion groups with the view of ultimately helping local business and industry.

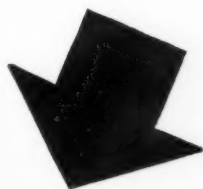
Fort Atkinson, Wisconsin's 6,000 inhabitants love their town surrounded by its fertile farmlands, its beautiful, wooded lakes and streams. Its families have been established for generations.

But Fort Atkinson is not going to escape the adjustments and the sacrifices imposed by war. One of its industries, a Nylon hosiery mill, has closed down. One is working at only 40% capacity. The displaced workers are moving to the larger cities. Already this has resulted in the closing of several retail establishments.

A preliminary copy of the Small

SALES MANAGEMENT

## THIS IS A LONG DISTANCE SWITCHBOARD



**W**e can't get materials to build enough of them. And those we have now are crowded with war calls.

So please do not make Long Distance calls to centers of war activity.

These girls are at battle stations on the telephone front. They have as much as they can do to get the war calls through.



**BELL TELEPHONE SYSTEM**



**WAR CALLS  
COME FIRST**







Home for 16 Men.

## Pacific Huts Makes Houses for Uncle Sam

**A** CONTRACT of more than \$1,000,000 recently awarded by the Seattle District Office of the U. S. Army Engineers to Pacific Huts, Inc., also of Seattle, is the story of another peacetime industry going to war. Frank Hobbs, president of Colotyle Corp., interior-finishing materials firm of Seattle, heads the new company.

The latter utilizes some of the basic materials used in the products of the parent company. But the Colotyle wallboard was used largely for bathrooms. The new product is designed for army housing in Alaska and other remote combat zones.

The major feature of the Pacific design is the use of northwest forestry products to replace steel. It is estimated that the saving in each hut is no less than three tons of steel.

The new design saves critical war materials, including labor on the production line; saves cross-country rail transportation space on shipments destined for the Pacific war zone; saves cargo space in steamers. Another advantage: Only 39 man hours are required to erect one of the huts.

Except for the bolts which are used to fasten the sections together and a few other metal fittings, the Pacific hut is made entirely of lumber and pressed wood. The curved wall sections are approximately four feet wide by slightly less than 15 feet long. Each hut requires 18 of these sections in addition to end bulk-heads, flooring, joists and sill plates. The wall sections have strong ribs of laminated spruce or hemlock, with inner and outer skin covering of pressed wood. An inch-thick blanket of insulating material is cemented to the inside of the inner skin covering. Floor for the huts is five-eighths-inch plywood, cut in pieces four by eight feet. This, like all other parts, is treated with termite-resisting fluid. Pacific wooden huts provide useable floor area of 16 by 36 feet, and the fully arched roof and side-walls give a maximum headroom in the center of nine feet. Each unit accommodates 16 men.

OCTOBER 20, 1942



## There are Many New Faces In *Troy*

**B**ECAUSE Troy is an important war industries center there are many new faces around town these days.

Within Troy's A.B.C. City Zone (1940 population, 115,264) acres of land have been taken over for war work as scores of plants speed the production of everything from anti-aircraft guns to sub-chasers. Housing daily grows scarcer with the influx of new workers.

To keep themselves informed of world events, to get acquainted with their new community, to shop to best advantage these newcomers are reading Troy's sole dailies.

With circulation at new highs The Record Newspapers make Troy more than ever New York State's lowest cost major market, for they provide blanket coverage at a single rate of only 12c per line.



**THE TROY RECORD  
THE TIMES RECORD**

THE TROY RECORD CO. J. A. VIGER, ADVERTISING MANAGER





Some of the cash customers took me to task for my mention of "this post-war nonsense" a while back. I didn't mean that we shouldn't plan for an orderly return to business-as-usual, nor that our laboratories shouldn't blaze new trails for products born in the fires of war.

My point was that, while sneaking a squint at the side roads, we should nonetheless watch the road ahead, where the worst war of history is putting us farther behind the 8-ball than we have been since Valley Forge. When we have made a few touch-downs and the game is in the bag for our side, I, too, will mount a soap-box and help you preach "post-war." But, as this is written, it seems pretty far over in the book.

Louise Surgison supplies a revised version: "When in Rome, do as the Nazis do!"

Les Colby thinks our women's auxiliary army could get a spot on the Fibber McGee program. ("Johnson's Waacs," get it?)

Speaking of radio, which some of my newspaper friends think I am too often, some dydee-wash concern might put on a baby's program to be known as "Wee-Wee, the People."

Bill Stinson, ad mgr. of Oliver Farm-Equipment Co., Chicago, (the hyphen is mine) sends along two more "Keep 'Em" lines: "Keep 'Em Plowing!" for general use and "Keep 'Em Scrapping!", used in connection with the National Scrap Harvest, the program of collecting scrap from farms.

When Brazil came in on our side, and little Uruguay was considering following suit, I thought of Groucho Marx the time he said: "You go Uruguay and I'll go mine."

Stopper by Foote Bros.: "28 tons sitting on nothing."

And Marion Steam Shovel puns with: "The Tanks are Coming!"

Comptometer shows a knight in full panoply, calls him "The man

who never had to have his suit pressed." Ed Zern, of Ayer, at bat and obviously not benighted.

Mention of Ayer reminds me that two more stalwarts have pulled out of there to open their own agency. Paul L. Lewis and Wesley A. Gilman, both v. p.'s, have formed Lewis & Gilman, Philadelphia. Paul was copy-chief for eight years and Wes was once manager of the Boston office.

Just to appease those who wrote me about my "post-war nonsense" crack, I offer this shameless double pun as a news-caption for the next armistice: "Truce is stranger than friction."

Female spies have "secret weapons," too, but they get shot regardless.

Traditions are curious things. I never knew a horse named "Dobbin," a dog named "Fido," nor a Negro named "Rastus." Did you?

I offer this considered headline seriously to whoever is writing the copy for Boeing's Flying Fortresses: "High and Mighty."

Bob Graham says the "Dutch Boy" has lead in his paints.

A gentle, disarming voice speaking American English, rather than English English, tells you that "we will now have our devotional services." There is a dramatic hush, followed by organ-music . . . a faint tremolo in the upper register, like a cry from afar, deepening into a rumble of vibrant, majestic chords.

Under the deft touch of a master-hand, a great instrument is weaving its spell. Like something human, it runs the gamut of emotion, from low-voiced despair to stentorian triumph. You almost see the giant pipes, rising like the façade of some cathedral . . . you readily picture the fingers of the organist gliding over the keys and manipulating the stops.

Then the trained voices of a choir blend like the strands of a Gobelin tapestry. A mood of reverence envelops you on this Sunday evening as

you sit at the dials in your living-room. The music stops, and that well-modulated voice tells you that this is the Berlin short-wave radio in its North American broadcast. He hopes "you are having good reception."

Are these the people who starve and shoot Poles and Greeks and Czechs? Who break your fingers one by one to extort information? Who deport workers from the occupied countries to slave 12 hours a day, seven days a week in Nazi war-plants? Do these gentle souls mean you any harm here in America? You bet they do, so don't let this clever *impropaganda* fool you for a minute.

I like that billboard in downtown New York reading: "Atlantic City—more alluring under the dim-out." Competing with Great Neck?

**LAXIDENT**—*noun*. An accident due to laxity, therefore a preventable accident. Not to be confused with "laxative." **Laxidental** (*adj.*) Laxidentally (*adv.*).

Neat p.o.w. by Metro-Goldwyn-Mayer . . . the cut-line under the lion which is doing a hand-stand: "One of the tricks of the trade-mark."

The income-tax is extra tough on lads who left good-paying jobs to enter the armed forces. Shouldn't they get a discount of some sort? Their tax on last year's income may equal or top their Army or Navy pay.

"Only Arms Can Smash Japan, Grew Asserts."—Headline. A timely warning. Termites don't listen to reason.

Venturing into No Man's Land, I have often looked at pictures of tampons and shuddered. They look so much like firecrackers.

Nickname for a New York burlesque-house: "Grand Ventral Station."

When you write radio commercials, try to keep them in the vein of the program on which they appear. Sometimes, commercials are so out-of-character, they are like an ice-cube dropped surreptitiously down the back of the mind.

Don't forget to order **SALES MANAGEMENT'S** Book of Cartoons for your men who are now in the armed forces. Give them a hearty laugh at a time when they could use one. Quantity discounts on request to SM. (*Adv.*)

T. HARRY THOMPSON  
SALES MANAGEMENT





## People who give a damn

**H**e wakes at 4:55 a.m. At 5:20, standing in the butler's pantry, he eats the breakfast that Pedro, the sleepy Mexican houseboy, has prepared. By 5:30, he is out of the house in Westwood, driving to L.A. in the early California sunshine, or California "dew."

At 6:15, Dr. Searles is in the hospital. At 7:05, in white gown and mask, he starts his first operation; finishes hours later, dog tired, with from two to twelve operations behind him. He lunches off a tray, or in the staff dining room; sits around for a half-hour. He spends the afternoon in his office, or calling back on his cases. Around 5:00 p.m., he gets out his car and starts back to Westwood. Some time with the children, dinner, desultory talk with his wife. He looks over a newspaper, reads the new medical journals. Rarely, there are guests and bridge. By nine, he's falling asleep in his chair.

That's the typical day of Joe Searles, eminently successful surgeon. Thirty-eight years old, his income is up in the movie star brackets. Slave to his profession, he finds it hard to be a social being, or to keep up with the world. So in the brief intervals of waiting, in his hours at home, he dips into the magazine he grew to like years ago, as an interne . . .

desirable customers and prospects . . . are the hardest to reach—the busiest people?

The people "who give a damn"—the best brains in the colleges, the women with the largest families or houses, the best plumber in town, the best furnace tender or washwoman, the successful storekeepers or salesmen, the small businessmen who have survived, the big businessmen who run corporations, the professional people . . . the folks who carry the loads, fill the offices, make the decisions, influence the most people, make the most money, spend the most money. They aren't among the 3.5 hours-per-day radio listeners and daytime program addicts. They buy more magazines than they can read. You can't take them for granted in any "mass" list. Lack of time makes their reading selective—and their accessibility to advertising selective, too!

**C**HECK the busiest, most successful people you know . . . and learn how many of them are regular readers of two monthlies! One of these doesn't accept advertising. The other is *The American Magazine* . . .

What distinguishes this magazine in appeal, in readership, in reader reaction—is its concern with the things that concern all serious-minded Americans . . . Yesterday, the

better job, and the better life. Today, winning the war, and the better world afterwards . . . The readers' attitude, their curiosity and interest in everything that concerns their stake in this country, this war, and their future, is distinctive, too. They want to know—to use. They take things seriously. And if your product, your business, your ideas get their attention, you've got the biggest power-house in this country working for you—whether you're making opinions or making sales!

This year, this magazine means more to the people who mean most to any advertiser . . . offers a larger group of anybody's best prospects . . . and gets a better reception than ever before for good advertising . . . Investigate!



**H**AS IT EVER occurred to you that your most

# The American MAGAZINE

IN THE SERVICE OF THE NATION

The Crowell-Collier Pub. Co., 250 Park Av., N.Y.C.; 720 Statler Office Bldg., Boston; General Motors Bldg., Detroit; 333 N. Michigan Av., Chicago; 235 Montgomery St., San Francisco

# On the Wartime Sales Front

## Re-Tooled Salesmen

Salesmen with nothing to sell; advertising executives with nothing to advertise; sales promotion experts with no merchandise to promote. Are they as dead as a dodo bird for the duration? On the contrary, progressive companies, pioneers in "re-tooling" salesmen for war production, have found them "hotter than a Bren gun"—a gold mine of "know how" in keeping the wheels of war rolling. . . . New car sales reports (to set the time element) were still arriving at Cadillac Motor Car Division, Detroit, when this company began converting its salesmen.

As some manufacturers prepared to bury their sales staffs with a "Do Not Open Until Armistice" monument above the graves, Cadillac executives catalogued their forces. The assets of the sales staff were analyzed and balanced against the needs of the coming all-out war production. The number of sales persons necessary to continue Cadillac's complete owner-relations program for the duration was estimated; and the talents of the remainder of the staff were promptly dedicated to war. Soon 25% of Cadillac's district managers were shifted over. Branch managers, district parts and service managers, retail salesmen, used car merchandising managers, the export manager and zone sales promotion managers—all were "re-tooled."

Summed up, the Cadillac story has the following happy endings: 1. All sales department personnel have been placed where their talents will do the most to speed victory—material procurement, the operation of a school for instruction in the operation and maintenance of the combat vehicle manufactured by the company. In addition, the sales organization has been maintained intact for the days of peace. 2. There has been no mental or physical dislocation in that the peacetime abilities and experience of the men are being used as much as possible. 3. The all-out conversion of Cadillac to war work was immeasurably speeded, and all of the expensively inculcated talents of Cadillac's employees remain "in the family." 4. Sales promotion methods—administered by sales promotion experts—have stimulated production workers to produce more and better.

California Packing Corp. has instituted the "Del Monte Buy-A-Week Plan," and is using advertising in consumer publications to sell the women of the nation the advisability of planned buying for the duration.

## Never Say Can't

"The Hell We Can't!" That's the battle cry of Mesker Bros., St. Louis. It all started when metal windows, of which Mesker was one of the country's foremost manufacturers, were banned for the duration. Mesker Bros. turned to all-out war production, but the sales organization didn't know where to turn. The answer was supplied by a little four-page folder, "The Hell We Can't," which serves as a clearing house for practical ideas that have already been tried and proved by other men in the field. Results of the first mailing of "The Hell We Can't," were surprising. Out of a total of 75 men receiving it, 60% shot back practical ideas for use in future issues. The bulletin hit six pages with its third issue and now promises to develop into a good-sized publication.

One interesting development that is a direct outgrowth of "The Hell We Can't" is the lining up of new manufacturers with Mesker representatives. Numerous manufacturers of non-priority products find themselves without sales organizations today, owing to the draft, etc. John Mesker undertook to get in touch with a number of such

manufacturers and offer to publicize them through "The Hell We Can't." Without exception, they responded enthusiastically, supplied ample literature, etc., to be enclosed with forthcoming issues of the publication. The latter was done at Mr. Mesker's request. As a result, these manufacturers are lining up new salesmen, the salesmen new products to handle—and all are profiting.

The Zenith Radio Corp., Chicago, is issuing the Zenith Radiogram, a tabloid newspaper, to keep in touch with its distributors, dealers and other members of the organization now in the armed forces or engaged in war industries.

## Packaging Panorama

While newspaper headlines decry shortages in metal, rubber and other vital war materials, and WPB and OPA restrictions become increasingly more rigid, packaging producers are busy devising effective substitutes. . . . Celanese Celluloid Corp., New York City, has just announced the perfection of a plastic material that will replace tin in the manufacture of collapsible tubes. The plastic, a special formula of Lumarith, has a cellulose acetate base, and was developed after several years of collaboration with the Celluplastic Corp. . . . Latest reports from the folding carton industry indicate two major developments as substitutes for tin cans: A heat-sealed bag inside a carton and a wax dipped carton. . . . At Mid-State Gummed Paper Co., Chicago, the substitution program is already evidenced in a number of new developments—catalogued waterproof tape, and Kord-Kraft sealing tape, developed to replace critical materials such as steel strapping and wire. . . . Columbia Chemical Division of the Pittsburgh Plate Glass Co., Pittsburgh, has developed an entirely new transparent plastic, C. R. 39, which is claimed to possess many times the abrasion resistance of other clear plastics.

Packaging Machinery Corp., New York City, has used advertising as a lever in putting its "inactive" designing department to work. Responses to the advertisement which the company placed, offering the services of this trained personnel to outside interests, are keeping the men working at peak.

## Communication Difficulties

With nation-wide rationing of gasoline scheduled for late in November, the National Shoe Travelers Association is discussing trip pooling as a means of keeping the wholesale trade routes open for the thousands of small merchants who lack convenient access to the bigger merchandising centers. The proposed plan, according to Norman Souther, secretary-treasurer of the association, calls for the traveling of at least three salesmen in one car along with their sample cases. "One representative each for example, of houses making children's, women's and men's shoes could very easily travel the same route in the same car without conflicting with each other's sales and customers. The program is being submitted to Rubber Administrator Jeffers and the OPA. . . . Salesmen may still ride the railroads, but will have increased difficulty in placing long distance calls according to latest Washington dispatches. Long distance calls were put under priority rating effective November 1 by the Board of War Communications. Governmental agencies, essential war industries and services, press associations, newspapers and utility and health and sanitation services were authorized to claim priorities. . . . At the annual meeting of the American Short Line Railroad Association, Joseph B. Eastman, ODT director, reported that rationing of passenger travel would be "desirable" but was not in immediate prospect because of difficulties involved.



## UTTER CONFUSION

"When he started he didn't know where he was going, when he got there he didn't know where he was, and when he got back he didn't know where he had been."



Thus some unidentified wag described Christopher Columbus. And at the same time wrote an epithet for every man who starts out for more or new business with nothing to guide him except an idea.

No need these days to embark upon a sales venture for unknown places. Someone who has been there before or is there now has put out tell-tale markers to show the lay of the land and the ways of the people.

To find the facts and to report them intelligently is the business of Ross Federal. To go out into the markets armed with these facts is the safe sure way to know for certain where you are and what you can expect.

Talk to a Ross Federal man today about your plans for tomorrow.

**ROSS FEDERAL RESEARCH  
CORPORATION 18 EAST 48<sup>TH</sup> ST., N. Y.  
AND 31 KEY CITIES FROM COAST TO COAST**

**FIRST** with the Facts!





John S. Nelson, sales manager of Washburn-Wilson Seed Co., gazes approvingly at the sales portfolio the firm supplies to its brokerage connections. Five of the cardboard pages of the book contain cellophane bags to hold the 18 different legume products.

## How Washburn-Wilson Is Cashing The Demand for Dried Legumes

Heretofore "wallflower" products, dried peas and beans and all their cousins are now being aggressively advertised and merchandised. And this company is learning how to use smart sales aids.

Based on an interview with

**JOHN S. NELSON**

*Sales Manager, Washburn-Wilson Seed Co., Moscow, Idaho*

**A**mericans are eating more dried legumes today than they did before the war. Here's why: Dried peas and beans are rich in proteins, and are, therefore, a good meat substitute. They are rich in vitamins, especially in the highly regarded "B" vitamins; nutritionists are currently singing their praises. More than 90% of the dried peas produced in the U. S. are grown in what is known as the Palouse country, a section on both sides of the northern part of the Idaho-Washington boundary line. In this area "quick-cooking" peas and lentils have been developed, and one of the common objections to these foods has thus been overcome.

That the current acceptance of dried legumes in the diet has come about so painlessly is the result, in large part, of long pioneering effort and educa-

tional program by Washburn-Wilson Seed Co., of Moscow, Idaho. This firm has not only perfected its product, so far as it is humanly possible to do so; and kept the public informed of its activities; but it has also worked out an efficient method of distributing those products through brokers' salesmen and provided them with efficient selling tools.

Originally a grocery store, the firm developed into the Washburn-Wilson Produce Co., handling fresh fruits and vegetables, just before the first World War. During the war, members of the company became interested in the growing and developing of dried peas, and thus was born the Washburn-Wilson Seed Co.

Before that, most of the dried peas produced in the U. S. had been grown in the states of New York, Michigan and Wisconsin. The discovery that

peas grown in the Palouse country could be cooked more quickly than those grown elsewhere has caused a marked concentration of their cultivation in that area.

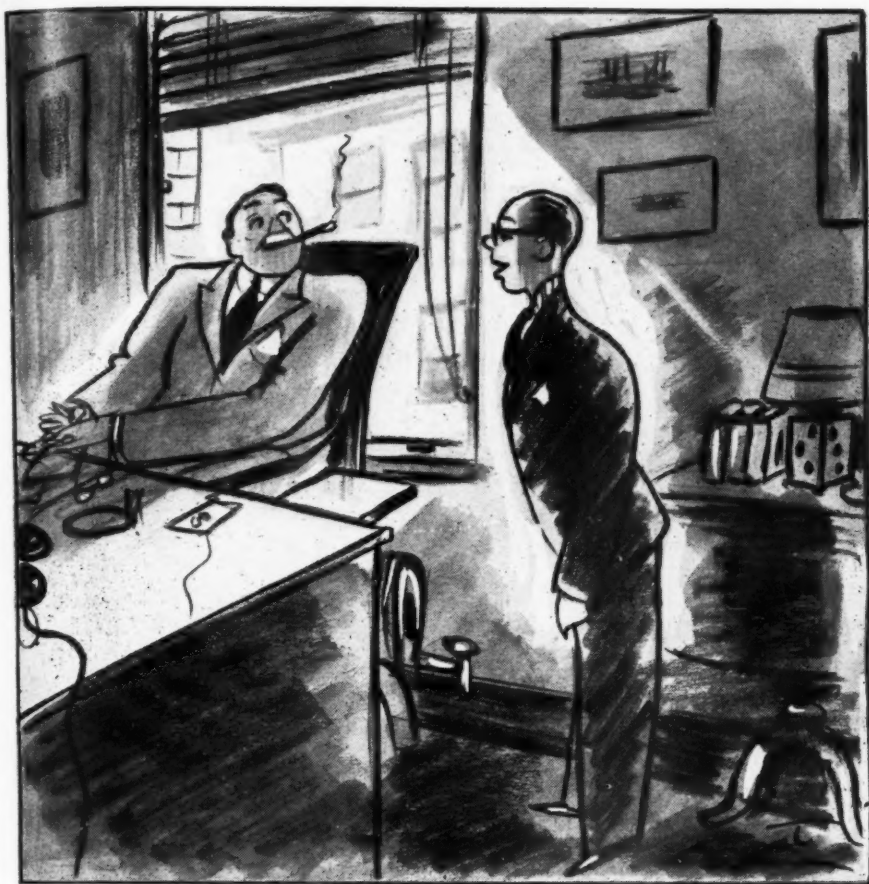
At first the peas were sold to processors in the former growing sections. But about the time of the middle 1920's, Washburn-Wilson began to market dried peas under the brand name of Washburn's. At first the product was marketed in bulk only, in containers ranging from 60 to 140 pounds. In 1932 the company introduced cardboard cartons in one-pound sizes and began to sell, through brokers, to wholesale outlets. In 1941, the line was widened and all items were also packed in cellophane bags—though the one-pound cartons are still in use and the company still sells in bulk.

### 18 Varieties

At first glance, it might seem that Washburn-Wilson has a steep sales hurdle to overcome. Its products are not of the kind that "sell themselves"; salesmanship is needed to keep them moving. A broker's salesman, who usually handles a variety of merchandise, could scarcely be expected to take 18 packages of samples of dried legumes with him on each trip, yet the firm sells that number of varieties of dried peas (yellow and green, whole and split), beans (lima, pinto, pink, etc.), lentils and barley. It has consignment stocks in 46 cities, from which deliveries are made, and brokerage outlets in 68 cities. Its nationwide coverage ensures quick delivery, at uniform prices.

Because officials of the company believe in the high quality of their line they want salesmen to take samples of all 18 products with them, *on every trip*. This is actually being done. Each salesman has been furnished with a portfolio in which diamond-shaped, heat-sealed, cellophane bags are fastened, and into which small samples of peas, lentils, beans and barley are permanently placed. This book-type portfolio is not bulky, weighing not much more than a pound.

Considerable planning went into the samples-via-portfolio system, to ensure eye appeal, durability, convenience and a tie-in with the Washburn package. The cellophane bags are square—heat-sealed to fit the diamond-shaped windows of the pages to which they are fastened. The attaching is done from the back of the page, with Scotch tape covered with linen backing. This method of attaching the bags has the added virtue of holding the peas neatly and firmly



"Oh no, Sir; my ambition is to get a nice life-time job on some government bureau!"



in place. The polished surfaces of the various products in such colors as pink, green, yellow, red and white, seen through the windows, make the five pages on which they appear the most attractive of the book.

The Washburn products are offered in two packages, a cardboard carton and a cellophane bag, both decorated in the company's characteristic color scheme of red, white and blue. The bag, developed only recently, has the name of the specific products it contains on both the front and the bottom of the bag, so that it may be easily identified under varying display arrangements. On the back there is a recipe and the offer of the company's recipe booklet upon receipt of the sender's name and address—no box-top or money required. The carton has a diamond-shaped transparent window on it, permitting a view of the product.

Both types of package are pasted into the salesman's portfolio, giving them an opportunity to explain their respective merits, and to call attention to the fact that the seams of the bags

are at the sides instead of the bottom, where splitting or bursting is most likely to occur.

The recipe booklet fills a distinct need in these days of meat shortages, since most cook books devote scant attention to preparation of legume dishes. In addition to its 38 recipes, it has information on nutrition, comparative food value of legumes and other foods, and a section on comparative cooking times of Washburn peas and lentils and those produced in other areas.

This cook book has been widely circulated. As an indication of its popularity, there is the fact that mention of it by a San Francisco radio commentator brought 1,000 requests for it. The cook book is now under revision, the new edition to include color photographs.

A strong selling argument for Washburn peas and lentils is the fact that they may be cooked in shorter periods than legumes from other sections of the U. S. and foreign countries. This is featured in the salesman's portfolio in a section devoted

to nutrition, with a reproduction of the Government's nutrition poster and reference to the fact that peas and beans are mentioned in the Government's nutrition chart. The slogan, "U. S. Needs Us Strong," is shown in striking black letters.

It is a point of pride with the Washburn management that it has nationwide distribution. This, too, is graphically portrayed in the portfolio, through a double-spread map of the U. S., with lines radiating from headquarters at Moscow, Idaho, to the 46 cities where consignment stocks are maintained.

Another point of pride with Washburn-Wilson is its experimental farm. (The company is still a seed house.) At this farm new varieties of legumes are constantly being developed, and old ones improved. Naturally, methods of growing and harvesting are scientific and up-to-date.

Acting on the premise that busy people—and this means buyers—will look at pictures when they won't take time to read, the Washburn portfolio has a number of pages that show, pictorially, how crops are grown and harvested. There are also a number of illustrations testifying to the fertility of the soil.

The use of a battery of electric eye units in selecting and improving the quality of split peas by color designation; and the hand-picking of beans by girl workers—these are also covered graphically in the manual. So is the firm's advertising plan, with its five cents per dozen allowance for advertising. A copy of the advertising

● A message to Newspapers, Magazines, Radio Stations and other Sellers of Advertising.

## PLANNING A BOOKLET?

Then you've been figuring distribution costs . . . probing for the happiest balance between expenditure and hoped-for returns. Perhaps we can show you a new two-way formula—short on expense, long on results. Why not drop us a line before you get into production? Tell us the size and number of pages.

**SALES MANAGEMENT**  
386 Fourth Ave. New York, N. Y.



contract is also included. (H. B. LeQuatte, New York City, handles the company's national advertising. Newspapers in key cities are being used in a current campaign.)

High quality; uniform appearance; prompt service; nutritional value; quick-cooking feature; fast turnover—these are sales arguments for Washburn products, and all are covered in the firm's sales manual, in such a way that it would be difficult to gloss over them when leafing through the book with a customer.

It was understood by company officials that the portfolio would be subjected to strenuous use, so 1,000 copies were made up. The copies should be durable, for the pages are

cardboard, and the cover is of pressed wood boards. Binding is of the loose-leaf variety, with metal rings—fortunately, since some pages wear out faster than others. There have been repeat orders for the book, though it has been out in its present revised form only a few months.

Washburn-Wilson has used other means of lifting its products from the level of the prosaic. Typical of this "showmanship-in-selling-peas" is the issuance of book matches in cartons simulating the cardboard ones in which Washburn peas, lentils and pearl barley are packed. On the front and sides, the carton is a duplicate (but in miniature) of the original, except that the "window" showing

In August — Worcester's Average Industrial Wage Hit The New All-Time High of

# \$44.12 Weekly

That's 20 per cent more than the average industrial wage for Massachusetts during the same month, and 18 per cent more than Worcester's own figure for August 1941—when war orders were already pouring into Worcester factories, and Worcester wages' were already high. Here where hundreds of factories are working day and night for Victory — buying power goes steadily UP.



Measuring August 1942 against August 1941  
Worcester Shows These Solid Gains

**Industrial Employment . . . UP 12%**  
**Weekly Industrial Payroll . . . UP 32%**

Source: Massachusetts Dept. of Labor & Industries

This rich market rates a MUST on every advertising schedule planned to reach the nation's high-spots of immediate buying power. It is effectively covered by one medium alone — The Telegram-Gazette, with a daily circulation in excess of 138,000. Population: Worcester 193,694. City and Retail Zone 440,770.

**The TELEGRAM-GAZETTE**  
**WORCESTER MASSACHUSETTS**  
GEORGE F. BOOTH, Publisher  
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES  
OWNERS of RADIO STATION WTAG

**MORE PROTEIN THAN MEAT or FISH at 1/4 the cost!**



A pound of steak costs 45 cents or more and serves 3 or 4. A pound of Washburn's Peas costs only 1/4 that much and serves 12 . . . and contains more protein than meat. Here's one of America's biggest wartime food values. In 1 lb. cellophane bags, also window-front cartons. Now at your grocer's.

**WASHBURN'S**  
QUICK COOKING • NO SOAKING  
**SPLIT PEAS**

Also LENTILS, BARLEY, BEANS

Washburn-Wilson is capitalizing, in newspaper advertising, on the excellent educational campaigns being conducted by food editors everywhere.

the peas is painted on as part of the design instead of being cellophane. The back of this miniature container is cellophane, revealing the backs of some of the book matches in it. The container puts across the selling theme of "Quick Cooking," and lists some of the products sold by Washburn-Wilson and offers the recipe booklet (listing some of the dishes for which recipes are given).

But the selling job is carried out still further in the book of matches itself, since it also bears a picture of the carton and a list of the firm's principal products. Thus far some 2,000,000 books of matches have been distributed, almost entire to wholesale grocery buyers.

Other sales aids furnished to brokers have been an automatic pencil supplied in the colors of Washburn products—white for pearl barley, etc.; a reproduction of a DuPont Cellophane ad (full-page in color from the SEP), in which various foods, including dried peas, were shown in cellophane bags; a folder giving comparative cooking times of Washburn peas and lentils and those from other regions.

SALES MANAGEMENT



# *Tried...and* **PROVED!**

ONE YEAR AGO  
WE ANNOUNCED

## *“Flexibility”*

SOMETHING NEW IN A  
NEWSPAPER'S NATIONAL RATE STRUCTURE

**WE OFFERED** to combine **SUNDAY** roto, comics, r.o.p., black-and-white or color **WITH DAILY** morning or afternoon, black-and-white or color. And we offered attractive discounts for **ANY** combination. We felt national advertisers would take advantage of these new **FLEXIBLE** newspaper rates .. **AND THEY DID!**

### *...and here's the proof!*

OUR NATIONAL ROTOGRAVURE RECORD FOR THE FIRST YEAR:

October, 1940	7,676 Lines
November, 1940	4,798 Lines
December, 1940	11,483 Lines
January, 1941	2,190 Lines
February, 1941	2,484 Lines
March, 1941	5,953 Lines
April, 1941	6,387 Lines
May, 1941	7,468 Lines
June, 1941	6,002 Lines
July, 1941	6,194 Lines
August, 1941	5,916 Lines
September, 1941	6,146 Lines
Totals	72,697 Lines

October, 1941	9,368 Lines
November, 1941	12,595 Lines
December, 1941	9,703 Lines
January, 1942	8,346 Lines
February, 1942	9,038 Lines
March, 1942	10,977 Lines
April, 1942	9,801 Lines
May, 1942	14,348 Lines
June, 1942	10,598 Lines
July, 1942	8,946 Lines
August, 1942	7,785 Lines
September, 1942	15,357 Lines
Totals	126,862 Lines

**NOW!** 54,165 LINES      74.5%  
GAIN OR

**The Courier-Journal.**  
**THE LOUISVILLE TIMES.**



ASK US OR THE BRANHAM MAN



McMillen's planning council maps the campaign that shows farmers how to get more out of their herds, droves and flocks through scientific feeding. It helps Uncle Sam.

## McMillen Mills First Educates Farmers; Sales Follow Naturally

Only 22½% of the country's livestock is scientifically fed, say the experts. This feed company has embarked on the "broadest sales and promotion campaign in its history" to boost production and aid the war effort.

**T**YING in with the shortage of beef, pork, other meats and eggs, McMillen Feed Mills, Fort Wayne, Ind., makers of Master Mix feeds and feed concentrates, have embarked on the broadest sales and promotion campaign in the company's history. The program is paving the way for advertising to be released next Spring.

The effort was inaugurated in late August when key salesmen from a dozen or more surrounding states were pulled into Fort Wayne and given a short course in scientific feeding and feed selling. Then territory salesmen were brought in for a similar course. These were then sent back to their territories to carry the message to thousands of dealers.

From this point on, through the Fall and Winter, salesmen and dealers, through local meetings and direct contact with feeders, and through educational publicity, will continue to pass on the story of proper feeding for meat production and eggs dealing with special and seasonal problems.

The campaign is built around the theme that only 22½% of the livestock in this country is correctly fed and cared for; that the remaining 77½% is not being developed to capacity because of poor management and poor care in feeding. Thus, millions of dollars in potential profits to farmers are being lost and mil-

lions of pounds of potential production of meat, milk and eggs, vitally needed now are being sacrificed.

There isn't time, now, to increase dairy and beef herds, swine herds and poultry flocks, the farmers are told, so it is up to them to get more out of what they have. For example, it is pointed out, the average hen in the United States produces only 83 eggs a year. Through scientific feeding and care, it is claimed, this same hen can be made to produce from 200 to 300 eggs.

As the egg yield is increased, the McMillen company explains, the cost of producing the eggs decreases proportionately per dozen, hence a bigger profit is yielded. One theory developed by the organization is that Department of Agriculture, and university and college bulletins issued to farmers are a bit too technical for many of them. So McMillen experts will reduce them to the simplest of terms and draw deductions.

The main job at hand, as McMillen sees it, is to convince farmers and livestock feeders of the vital need of improving their feeding methods so that production may be increased and better profits returned. McMillen brands are placed secondary. If the idea can be put over, it is then up to the company's dealers to sell their share.

Thus the program settles down to

two distinct phases: 1. Promotion and publicity of an industry-wide nature, and 2. An advertising campaign to stimulate the sale of McMillen products after the other job is done.

The promotional campaign will use bulletins, pamphlets and general publicity on feed concentrates to be mixed with the farmer's own grains; the result of tests which are being made constantly by experimental stations; the results of experiments conducted by McMillen's own nutrition department and biological laboratory.

The direct contact plan started September 1. The advertising and publicity campaign will be started October 1 and is expected to be going full speed by April, 1943.

The field management group received three days of intensive training at the Fort Wayne headquarters starting August 21. After that territory representatives received four days of training. From now on the management group will return to Fort Wayne quarterly for added training and will then carry the program out into the territory where meetings with local representatives will be held. Later territory men will conduct a series of meetings with dealers and with selected groups of farmers and feeders. Twice each year the territory men will be called to Fort Wayne for additional training.

### Slide Films in the Kit

Feed manufacturers have long contended that the feeding of home-grown grains, without any attempt at nutritional balance, is obsolete. The current program is to prove it. So the salesman is being turned into an educator.

When he goes to work in his territory he carries, among other tools, a complete kit which includes slide films made by Jam Handy, Illustravox projection equipment with sound and other material. The kit, containing printed instructions on personal contact procedure, a complete word-for-word group meeting schedule, an operations manual, a leader's guide, a visual kit, the sound film and records and a pull-out screen for projection, was built by Burkhardt Co., of Detroit, under direction of the Jam Handy organization.

To assist local dealers and farmers, formulas have been prepared which indicate in an easily understood form, just how the various concentrates should be mixed with corn or other grains to achieve the specially desired rations for special purposes. This is coupled to a feeding program which, according to the experts, should get the best possible results.

SALES MANAGEMENT

# Syndicate Advertising NOW



**BECOMES A "MUST"**  
**FOR ALL COMPANIES**  
**WITH CURTAILED STAFFS!**

Today you can buy matrix services giving high grade art work and photography—and idea services supplying information on what goes on in your field, at a few cents cost.

**WRITE TODAY FOR FREE INFORMATION**

#### MATRIX SERVICES

1. Beauty Shop Advertising Mat Service
2. Casco Fashion Advertising
3. Century Department Store Mat Service
4. Century Furniture Mat Service
5. Dairy Advertising Mat Service
6. Drug Advertising Service
7. Hardware Advertising Service
8. Editors' and Advertisers' Treasure Chest Mat Service
9. Food Advertising Mat Service
10. Funeral Directors' Advertising Service
11. Jewelry Advertising Mat Service
12. Laundry and Cleaners' Mat Service
13. Men's Advertising Mat Service
14. Newspaper Advertising Service
15. Personalized Bank Advertising Service
16. Public Utility Advertising Service
17. Sterling Shoe Mat Service
18. Vincent Edwards Furniture Mat Service

#### IDEA SERVICES

1. Bank Ad-Views
2. Food Ad-Views
3. Furniture Ad-Ideas
4. Modern Display
5. National Ad-Views
6. Public Utility Ad-Views
7. Radio Review
8. Retail Ad-News
9. Retail Review
10. Vincent Edwards Idea Clipping Service—a clipping service covering every line of business that advertises in newspapers.

**ALSO PUBLISHERS OF THESE  
NATIONAL TRADE MAGAZINES**

Furniture Manufacturer  
Hotel Bulletin

Retail Management  
Shoe Manufacturer

CHECK SERVICES YOU ARE INTERESTED IN, AND MAIL TODAY TO

## VINCENT EDWARDS & CO.

WORLD'S LARGEST ADVERTISING SERVICE ORGANIZATION

342 MADISON AVENUE

NEW YORK CITY

OCTOBER 20, 1942

[47]



The lecture series and the entire educational program is patterned along lines approved by agricultural colleges and differs from the college instructional program only in that it is de-

voted entirely to feeding and livestock management. Magazine advertising, leaning toward farm and business papers, with local newspaper advertising, will support the educational program.

## Incentive Factors We Built Into Our Salesman's Payment Plan

BY R. L. BARRETT

Sales Manager, Eastern Industrial Division,  
Swan-Finch Oil Corp., New York

**E**VERY executive knows that an incentive program can be a powerful mainspring in any sales organization. It stimulates imagination; it promotes more profitable use of time; it increases the feeling of responsibility; it makes better men out of good men.

We have experimented with a wide variety of incentive plans. Here are the most successful—now in use.

Our company paid straight salaries to our salesmen for many years. Our men were satisfied and turned in good performances. In other words, they had a good job and were *contented* with their earnings.

However, a few years ago we reduced the fixed monthly salary, putting it on a nominal basis and gave our men a monthly sales quota, with a commission on all sales over quota, sales to be tabulated each quarter and bonuses paid quarterly.

This arrangement actually was the mainspring that acted as an incentive. Salesmen had a new lease on life; their sales and earnings have increased steadily since the new bonus arrangement has been in effect.

The worth of an incentive plan lies in its psychological effect. War medals are awarded for performance beyond that normally expected of a sol-

dier. So it is with incentives. Salaries are paid for normal efforts; high bonuses are paid for super-efforts. When normal results are exceeded, the manager or salesman should receive his reward of extra remuneration for "Beating the Normal."

Here is another example of an incentive we have for our salesmen to increase their orders and earnings:

We started a contest in January, giving a War Bond each month to the salesman who had the largest amount of sales each month from new accounts or new business. A new account is a concern which did not purchase anything from us in 1941, and new business represents the sale of a new product to an old customer. From month to month, the award is based on cumulative sales. Therefore the salesman is very much interested in *holding* all new business—giving the customer the kind of service that will pay off in repeat orders, as these sales will pyramid each succeeding month to the salesman's current monthly sales.

### Cash and Turkey

A third incentive plan which has worked well for us is a contest that starts in the first week of October and runs for an eight-week period. Each salesman is given a fair "dollar sales" quota based on his average sales each month for the preceding 12 months.

Three main prizes are given in this contest to the three salesmen who have obtained the highest amount of dollar sales over quota.

In addition, Thanksgiving turkeys are offered. We figure a man's sales for six of these eight weeks should represent 85% of his total quota. Every salesman who attains 85% of this dollar quota for these six weeks receives a juicy 14-pound turkey.

Again, you can see how our salesmen are inspired to do bigger things. The urge to win a turkey to grace his Thanksgiving table, along with the added commissions he will earn in the form of a larger bonus check, surely act as an incentive to the man with initiative.

Salaried men in executive or sales positions are transformed when they are put in a position where, on measurement performance, they share in additional remuneration. Any man who says that he would or could do no more under an incentive plan than he does now on a salary has no idea of the psychological result of incentive stimulation. It taps the hitherto unused forces; it brings into action a sporting instinct which lies dormant when the salesman is working on a straight salary.

### Metropolitan Moments . . . . . by Wisdom



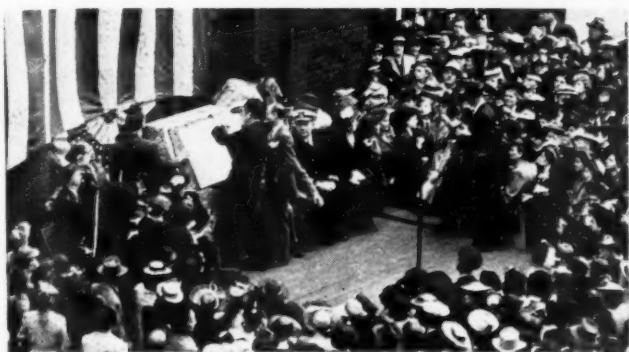
"... then one of 'em said he'd give his left arm  
for an Old Fashioned made with Calvert Reserve"

Forgive us this bit of 'armless exaggeration... but people are pretty keen about Calvert Reserve. You see, this extra-quality whiskey has the genial knack of *blending with*—not overpowering—the other ingredients in mixed drinks. And its rare "soft" flavor is another feature you'll cherish. To learn how swell an Old Fashioned can be, make your next with Calvert Reserve... "the choicest you can drink or serve".

Calvert Distillers Corporation, New York City  
Blended Whiskey: 86.8 Proof—65% Grain Neutral Spirits.

# THE POWER OF PRESSTIGE

PUTS 30,107 NAMES ON CLEVELAND'S HONOR ROLL



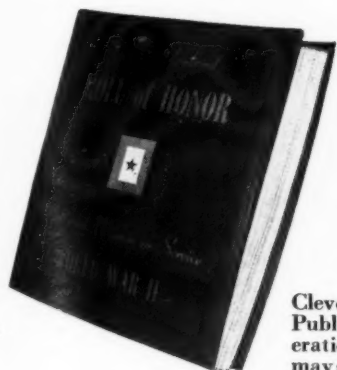
**1. PROUDLY AND PROMPTLY** did Clevelanders respond, when back in May THE PRESS invited parents, brothers and sisters to come down to the newspaper office and inscribe, in a giant volume, the names of men and women serving in our armed forces.



**2. FIRST TO SIGN** his name was Cleveland's popular mayor, Frank Lausche. Immediately following, hundreds stepped forward in order that they might be among the first to receive the blue-starred service pins given to all signers of the Honor Roll.



**3. FAMOUS JAN STRUTHERS**, author of the book and motion picture Mrs. Miniver, is but one of a score of visiting celebrities who have left their imprint on Cleveland's Honor Roll. To date, 30,107 people have patiently waited their turn to record their names in this historic volume.



**4. WHEN PEACE COMES** THE CLEVELAND PRESS will invite all Cleveland to attend a great civic celebration in Cleveland's Public Stadium. On this triumphant occasion, with at least 100,000 people present, the Mayor of Cleveland will make the final entry in the book by writing boldly the word "Victory". The volume will then be glass encased in

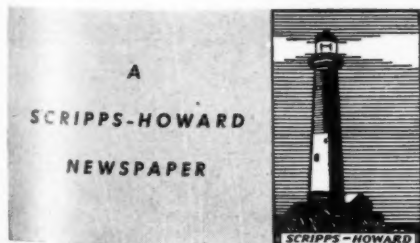
Cleveland's nationally known Main Public Library so that future generations to whom it is dedicated may see the names inscribed therein.

THE CLEVELAND NEWSPAPERS have but to throw out a hint that this or that would be a fine thing for the city and the whole town responds instantly and wholeheartedly.

Because of the influence of its papers, Cleveland has an enviable record in selling War Bonds, raising money for The Community Chest and Red Cross, rounding up scrap—yes, even in settling political issues.

Such dog-eared words as confidence and loyalty don't quite fit this relationship that exists between THE CLEVELAND PRESS and its readers. A better word might well be Prestige. What it means is not only power to do good; but power to move goods.

*With its circulation the largest in its history, The Press today rates a high place on any newspaper honor roll. Two-thirds of this circulation is home delivered. The full force of it is ready to get behind any worth-while idea, product or service.*



## The Cleveland Press

"CLEVELAND IS A NEWSPAPER MARKET"





In this streamlined "shoe renewing parlor," one of two dozen of its kind in nine West Coast Cities, Dallas, Fort Worth, Cleveland and Detroit, Mr. Zinke's customer-contact men apply scientific sales management principles to the job of repairing shoes.

## Joseph Zinke Takes Shoe Repairs From Back Alley to Main Street

One tiny shoe service shop grows into a chain, all because the owner applied the basic principles of intelligent sales management to a trade that almost entirely lacked even rudimentary sales consciousness.

**I**T'S a long step from the cobbler's shop in a back alley to the main street "shoe renewing parlors" of Joseph Daniel Zinke in nine West Coast cities and in Dallas, Fort Worth, Cleveland and Detroit. That step, from one small shop in Los Angeles to over two dozen, was taken by applying scientific sales management principles to the job of repairing shoes.

All Zinke establishments today are on major shopping streets, with repair units in the windows. In the rear are comfortable chairs with foot rests, tiny blankets for the feet, ash trays and the latest magazines. Details of the work to be done are noted on a form by a sales-service attendant, and the customer is told how many minutes it will take. The job is then routed along an assembly line.

### Idea Born 50 Years Ago

If the customer wishes to leave shoes, the work is noted on the form, a price quoted, and the time for pick-up—down to the hour or minute—is set. This form goes with the shoes right through the line.

These improvements in operating routine are not accidental. Fifty years ago, when young Zinke opened his first tiny shop (he had learned to make shoes in his father's place at the age of 14), a small boy gave him an idea. "I like to come here, mister," said the boy, "my mother doesn't like for me to go past the saloons on the back street where the other cobbler is."

Most mothers, reflected ambitious Mr. Zinke, would prefer to send their

children, or go themselves, to a main street establishment rather than to an untidy cobbler's shop in a bad neighborhood. However, it was years before he achieved his ideal. That was in 1918, when he rented a store on Broadway, in Los Angeles.

Customers flocked to the cobbler's shop that resembled a club. Not shoe repairing but "shoe renewing" was the slogan. With so much work and no particular system, there was considerable confusion before Mr. Zinke called in an efficiency and accounting expert to devise the assembly line and routing procedure. Customers increased still more. New shops were added.

The need for trained service personnel became evident. Mr. Zinke hired and trained a growing sales force to act as customer contact men. He taught them his point of view, his service methods, as well as the main points of shoe construction and repair—plus the "Zinke smile" and unfailing courtesy to every patron. Sales-service personnel now numbers 165.

Explains District Sales Manager W. A. Collier: "Mr. Zinke's success rests on the fact that he eliminates every bit of time-consuming work. Customers are detained only a few minutes."

All materials are prepared in advance, cut in various sizes and styles; leveled, sanded, tempered and molded. This material is at the shoemaker's fingertips for instant use. The shops are assembly lines, "the only ones of their kind" says Mr. Collier. About 60% of the shoe renewing is done in a central stock preparation department before a customer ever enters a Zinke store.

The sales staff goes through a course of training. A school at the San Francisco headquarters graduates all store managers. Formerly they were men. Since the war more women have been trained. Today two-thirds of the service staff is composed of women. They have proved to be well adapted to such work.

Training consists of a three-day full time course in the fundamentals. Then students are assigned to a store where they complete their studies under actual working conditions.

In addition, all sales personnel attend semi-monthly training meetings, conducted by the employees. Problems are dramatized in quizzes, contests, demonstrations. Movies and slide films, mostly from other industries, are used for training at every favorable opportunity.

### Selling Substitutes

Formfit Co., Chicago corset firm, is giving its dealers sound advice on how to tell consumers that substitute materials are being used. The same method of handling this problem might be applied to other lines. Urges Formfit:

"New corsets must be presented just as any previous corsets have been presented—for their news value and their efficacy in improving the figure. Corsets must be sold on the basis of what they *do*—not on the basis of the materials used in them.

"Never point out to a prospective customer the lessening of certain materials. Put the garment on and go about making it fit. That's the important thing. "Maintain or improve the competitive standing of your corset department by a scheduled series of ads. For with subtle shifting of customer loyalty which is inevitable in such chaotic times as these, the idea, right now, is not necessarily to increase sales but to maintain or improve your competitive standing so that when times return to normal the costly need of 're-building' will be reduced to a minimum."

## Ad Campaigns

(Continued from page 21)

Pledge to "buy carefully, take good care of the things you have", will call attention to the informative label on all Chatham Blankets. A popular Chatham number will be illustrated in each ad, which will also carry a small reproduction of the company's Army-Navy "E" pennant. M. H. Hackett, Inc., New York City, is the agency.

### STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACTS OF CONGRESS OF AUGUST 24, 1912, AND MARCH 3, 1933

Of SALES MANAGEMENT, published semi-monthly on the 1st & 15th except in April & October when it is published on the 1st, 10th and 20th at East Stroudsburg, Pennsylvania, for October 20, 1942.

STATE OF NEW YORK )  
COUNTY OF NEW YORK ) ss.

Before me, a Notary Public in and for the State and County aforesaid, personally appeared Philip Salisbury, who, having been duly sworn according to law, deposes and says that he is the Business Manager of the SALES MANAGEMENT and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, as amended by the Act of March 3, 1933, embodied in section 537, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher SALES MANAGEMENT, INC., 386 Fourth Avenue, New York, N. Y.  
Editor Raymond Bill, 386 Fourth Avenue, New York, N. Y.  
Managing Editor A. R. Hahn, 386 Fourth Avenue, New York, N. Y.  
Business Managers Philip Salisbury, 386 Fourth Avenue, New York, N. Y.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.)

SALES MANAGEMENT, INC. Caroline L. Bill, Raymond Bill, Edward Lyman Bill, Randolph Brown, all at 386 Fourth Avenue, New York, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state). None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the twelve months preceding the date shown above is (This information is required from daily publications only).

PHILIP SALISBURY,  
Business Manager.

Sworn to and subscribed before me this 1st day of Oct., 1942.

[SEAL] WM. A. LOW  
Notary Public, Queens Co. No. 1116, Reg. No. 7389. Certificate Filed in N. Y. Co. No. 757, Reg. No. 3L460. Commission Expires March 30, 1943.

OCTOBER 20, 1942

Communique from New Orleans...



## Sighted Sales Cinched Same

**T**AKE a quick look around New Orleans...streets filled with soldiers and sailors... stores packed with what looks like a last-minute crowd of Christmas shoppers elbowing in to buy like they'll never have another chance. Carlines jammed all day long with workers on staggered hours going to and from mushrooming war industries...and just try to find a place to live! New arrivals lay in wait at the Want Ad counter to snap up rooms and apartments before the ads can get in the paper!

What the total outlay in war spending amounts to is a military secret (even if it were possible to keep up with the swift growth) but it is tremendous. It

is so big you don't need figures—in fact one advertising representative arrived in New Orleans in the morning and sent this wire to his office in the afternoon, "Sighted Sales Cinched Same with advertising campaign in The Times-Picayune and New Orleans States."

You'll find it mighty profitable to cinch a few sales for yourself by placing your advertising now in the New Orleans Market!

**Morning 143,540**

A Gain of 1668

**Evening 66,765**

A Gain of 6716

**Sunday 236,139**

A Gain of 16,512

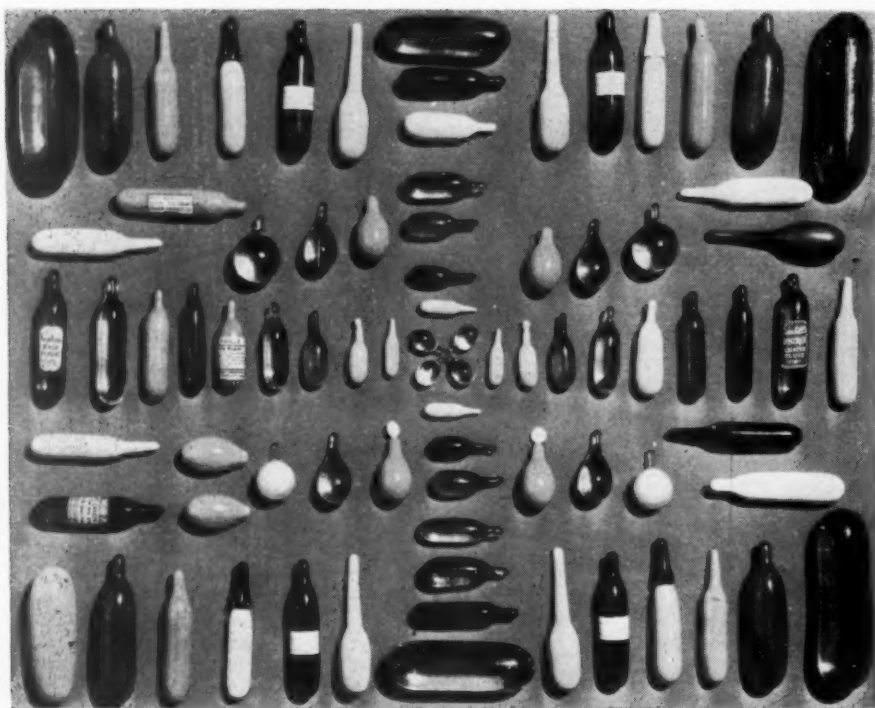
Circulation for September, 1942

**The Times-Picayune**  
**NEW ORLEANS STATES**

**NOEE, ROTHENBURG & JANN, Inc.**

[51]





These are just a few of the myriad types of capsules Gelatin Products Co. manufactures. The company sells about 3,000,000,000 annually.

## Story Book Stuff: How Your Vitamin Pills Get That Way

Gelatin Products Co. was formed during the late-lamented bank holiday. It dented its potential market with a sales film . . . and grew and grew and grew. Today it is the dominant factor in the soft elastic capsule field.

**E**STABLISHED on the proverbial shoestring only nine years ago, Gelatin Products Co., Detroit, has revolutionized an industry and today is supplying "practically all" of the soft elastic capsules used in this country. At any rate, it is supplying about three billions of such capsules annually.

The company was formed in February, 1933—the same week that all the banks closed. But Robert P. Scherer, the founder, then still in his twenties, already had some experience with the depression. He learned immediately after obtaining his chemical engineering degree at the University of Michigan, in 1930, that business concerns were not at all interested in acquiring the services of bright young graduates just then. Later he secured a job with a chemical manufacturer but that lasted only three months.

Nevertheless, it lasted long enough for him to become interested in manufacturing processes employed in the drug industry—especially the process used in making elastic gelatin cap-

sules. There had been no improvement in this process since the "plate process" was developed near the end of the last century, and young Scherer was convinced that here was an opportunity for someone who had the time, talent, and capital to develop a better process.

He himself had ample time and talent, but little or no capital. Having nothing else to do, though, he began experimenting in the hobby shop in his father's basement, seeking to develop a machine that would fill and seal elastic gelatin capsules automatically. He built one machine by hand, worked the "bugs" out of it, then built another which he considered commercially satisfactory.

Mr. Scherer patented his machine, then tried to license the equipment to others, with little success at first. Finally, though, one manufacturer asked him to name an outright selling price. The surprised young inventor told him a quarter of a million dollars, but when the prospect asked him to put that in writing, he decided he really

had something and had better hold on to it.

He couldn't conveniently carry the machine around and demonstrate it to prospects, so he spent \$30 on a motion picture of the manufacturing process and went out with this to sell to leading drug manufacturers.

He went first to one of the most conservative pharmaceutical houses, gained admittance to the office of the exceptionally-dignified president, and without so much as a "by your leave," began setting up his motion picture projector. The president felt that his dignity had been offended and that his caller was entirely too presumptuous, so he proceeded to lecture the young salesman severely. Nevertheless, Mr. Scherer managed to mollify him—and to get his projector set up. He showed his film, then had to stay and show it again to all the department heads.

That was a trying experience, but Mr. Scherer had succeeded in winning the interest of one of the leading pharmaceutical manufacturers, and he had learned the value of sales films.

### Firm Expands Rapidly

The new company entered business in a store on Gratiot Avenue, Detroit, in February, 1933, and became so well established before the end of the first year that it moved into a small factory building. In January, 1940, it occupied its own handsome new plant; in 1941 it built four additions to this plant, and now the size of the plant is being doubled again. In addition, the company has a plant in Windsor, Ontario, and another in Slough, Bucks, England.

Mr. Scherer "built a better mouse trap," but he had to go and tell prospects about it. Specifically, he invented and patented the rotary die process of capsulating; an automatic machine that forms, fills and seals elastic gelatin capsules of practically all sizes, shapes, and colors and turns them out like shelling peas.

Among the many advantages claimed for the process are accuracy of dosage, elimination of waste, sanitary mechanical handling, almost unlimited choice of colors and shapes, large volume, and low cost. The metering pump which injects the contents and which determines the accuracy of fill is designed to deliver the contents for each capsule to within one milligram. A blanket of inert gas protects the medication, where necessary, from oxidation prior to capsulation.

Color, which is added to the gelatin shell, provides positive identification and enhances the appearance of the finished product. The two portions



of the capsule are completely welded together after filling, thus providing a sealed container which is protection against contamination and oxidation.

Customers now include practically all of the leading pharmaceutical manufacturers and many smaller ones, large drug wholesalers, veterinary concerns, and some food manufacturers, together with a miscellaneous group of others in such fields as cosmetics, lighter fluid and golf balls. Gelatin containers are also beginning to be used instead of tin for many products. The company is cooperating closely with the Army and Navy on a number of items; and the Canadian plant is providing the Canadian army with prophylactic tubes, as well as with lacrimatory capsules for testing gas masks.

### Intensive Research Done

A few pharmaceutical houses furnish the contents and Gelatin Products merely capsules the material for them, but most concerns find it desirable to obtain the products complete from G. P. As a result, the company has become one of the largest consumers of vitamins and hormones and other glandular and chemical substances and maintains a fine chemical division engaged in the manufacture of these products.

It has a complete control laboratory and a research laboratory and it is constantly working on new products. In many instances before a new product is shown to a prospect a complete plan is prepared including the package, estimates of the market potential and suggestions for advertising and promotion. This policy has made the Gelatin Products Co. one of the important factors in the phenomenal growth of the vitamin industry.

Mr. Scherer's initial success was largely owing to his use of an inexpensive sales film. Last year he had a 16 mm. film in full color made to take customers, prospects, and others on a tour through the new factory. Each salesman carries the film and a projector and is prepared to show it in colleges, high schools, conventions, and wherever desired. The film runs for 20 minutes.

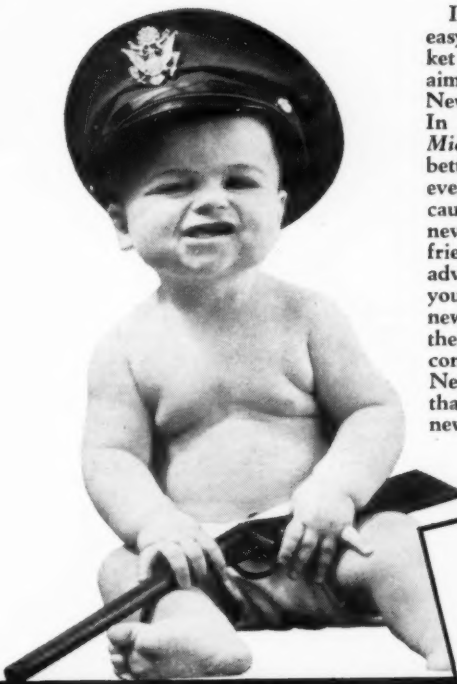
Industrial Pictures, Inc., prepared the film. Salesmen are equipped with Ampro projector.

### Correction

C. B. Gentry Co., Los Angeles, does not manufacture chili bricks as mentioned on page 45 of the September 1 issue of SM, but does manufacture the chili powder, dehydrated onions and garlic which are used as seasoning in the bricks.

OCTOBER 20, 1942

# Need a Little Help?



If it's the big, busy, easy-to-ship-to, easy-to-travel *Michigan* Wartime Market (largest in the country) you're aiming at, the eight *Booth Michigan* Newspapers can be a big help to you. In over a third of a million fine *Michigan* homes, where families are better employed and better paid than ever before, and where newspapers, because of war news are being read as never before, *Booth Newspapers* are friendly, trusted daily visitors. No other advertising medium gets as close to your market as newspapers, and no newspapers in America get closer to their market . . . dealers as well as consumers . . . as *Booth Michigan* Newspapers. It will pay you to see that the *Booth* papers are on your next newspaper list.

**BOOTH**  
*Michigan*  
**NEWSPAPERS**

Grand Rapids Press • Flint Journal • Kalamazoo Gazette  
Saginaw News • Jackson Citizen Patriot • Muskegon Chronicle  
Bay City Times • Ann Arbor News

I. A. KLEIN, 50 E. 42nd St., New York JOHN E. LUTZ, 435 N. Michigan Ave., Chicago

## AKRON

## TOPS OHIO CITIES!

★ SALES MANAGEMENT's study of High-Spot Cities predicts that Akron sales for the 12 months ending October 31st will be 22.2 per-cent greater than the preceding year, and seven per-cent above the expected national gain. This is the highest per-cent gain of any city in Ohio and amounts to \$34,200,000.

And that's just the beginning, for Akron is growing fast. New

and enlarged war industries are attracting thousands of additional workers to this city every month; these workers will help sky-rocket retail sales figures to a new high.

A well planned sales campaign placed in the *Beacon Journal* is the best way to get your share of this new business.

**Akron and the Beacon Journal should top your Ohio list.**

## AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta



## Gas for Salesmen

So far the OPA has not relaxed its ruling on extra gas for traveling salesmen and the question daily becomes more serious as we approach the late November day when gas rationing becomes national in scope. As pointed out before, most of the appeals made through Congressmen and Senators have resulted in antagonizing the OPA officials because these Senators and Congressmen have not been properly informed and their appeals have been of an emotional or dictatorial nature rather than factual.

Therefore, we wish to repeat: If you want to keep on fighting this problem in the hope that something eventually can be accomplished in the way of relief, make a complete report showing just what your salesmen are up against as to size of territory, number of customers, total number of personal calls required annually, minimum number of automobile miles needed annually, number of miles possible under present rationing card, what has been done to cut unnecessary calls in town to double up, to use mails and telephone more, to use railroads and buses whenever possible.

The latest "No" letter from Joel Dean,

Director of Fuel Rationing Division of the OPA is as follows:

Dear Mr. Salisbury:

Thank you for your letter of September 18, 1942.

Perhaps I did not make myself quite clear about "A" books issued for other than vocational purposes. We do estimate, after a careful investigation, that only about five percent of the "A" books issued are used entirely for non-vocational purposes. Naturally, in a city like New York there is a much higher percentage of "A" books used for non-vocational uses than in any other place in the country.

We have been under constant pressure to add groups to our preferred mileage categories, but the fuel problem in the East makes this impossible at this time. Elsewhere in the country, as you know, gasoline rationing will be instituted on a basis of a shortage of rubber. You are undoubtedly familiar with the Baruch Report which states that the average mileage must be cut down to 5,000 miles per car. In order to achieve that, many cars will have to travel much less than 5,000 miles a year. Gasoline rationing in the East has practically accomplished this, the average figure now being 5,170 miles per year, and with the tightening up process which is now in progress, we shall undoubtedly attain this goal very shortly.

I believe in a previous letter I explained that if we cut the unit of the "A" book in accordance with your suggestion, over ninety percent of the holders of "A" books would immediately have to apply for a "B" book, and the net gain would be very small. Further, we do not believe that the rationing of gasoline can be accomplished by a sworn statement of necessary vocational uses on the part of every car owner. We believe that the local Boards operating under uniform regulations have done a very creditable job and will continue to do so on an even more efficient basis.

JOEL DEAN, Director,  
Fuel Rationing Division, OPA,  
Washington, D. C.

(Excellent analysis, of the kind suggested above, have been sent in to SM from such firms as Minneapolis Knitting Works, Rust Craft Publishers, Inc., M. M. Dreyfus, Ray-Bell Films, Inc., F. S. Royster Guano Co., Foote & Jenks, Mexican American Hat Co., The Esterbrook Pen Co., Choice Foods, Inc., The Jewelers' Circular-Keystone and Curtis 1,000, Inc. These factual reports, together with other information sent by these and other subscribers will be used in further appeals to Washington. They may get us nowhere—but it's worth trying.)

But let us repeat something from our September 1st statement on the subject: We do not think that it is in the best interests of the country to try to get more gasoline for every salesman regardless of whether or not he needs it, and we cannot undertake to fight any battles for individuals. Any case history facts submitted to us will be used in a general presentation only.—THE EDITORS.)

## About the Post-War Articles

Editor, SALES MANAGEMENT:

In your August 15 issue, you announce a forthcoming article by Dr. Lyndon O. Brown, of Lord & Thomas, in which he suggests substituting the word "preparation" for the word "planning" in connection with post-war preparation. I thought you might like to read the first and second paragraphs of the talk I made at Atlantic City in June. My reasons for using the

SALES MANAGEMENT

**CENTRAL NEW ENGLAND IS**  
*and responsive*  
**WTAG'S LIVE AREA**

You can quickly prove Central New England's wholehearted and constant response to WTAG. Every independent survey shows the WTAG audience two to one in the lead over any other radio station heard in this war boom area.

When You Buy Time—  
Buy An Audience

**WTAG**  
WORCESTER

**NBC BASIC RED NETWORK**  
EDWARD PETRY & COMPANY  
NATIONAL REPRESENTATIVE

Owned and operated by The Worcester Telegram-Gazette



word "prepare" instead of the word "plan" is diametrically opposed to that of Dr. Brown. I think the word "plan" conveying the picture of blueprints and such, connotes a higher degree of specification than the word "prepare." Dr. Brown interprets it just the other way around.

S. A. KNISELY, *Executive Vice-President,*  
The Associated Business Papers,  
New York City

(Said Mr. Knisely, in the opening paragraphs of his talk on "When the Last Shot's Fired—What Then?" delivered before the N. I. A. A. Conference in Atlantic City in June: "In opening this conference . . . the Rev. George W. Lawrence petitioned the Almighty to preserve us from 'any littleness of mind and any narrowness of vision.' This is most important in our discussion of post-war preparation. Observe I did not say 'planning.' Some folks are talking today about post-war 'plans.' I'm not prophetic enough for that. 'Preparation' is in order. 'Planning'—today—is impossible." Whatever terminology is used, Mr. Knisely and SM's editors are in a state of agreement; that we should make ready now for the tremendous problems that will face us on Armistice Day II.—THE EDITORS.)

Editor, SALES MANAGEMENT:

After reading the excellent article on post-war planning in the September 1 issue of SALES MANAGEMENT, I am hoping that reprints of this splendid presentation will be available. If so, will you please send me 25 copies so that each of our members may have one for study.

The advertising profession can well join with the editors in this type of leadership toward more vigorous post-war planning.

Congratulations on this well-written article.

C. L. GREENWOOD,  
Northeast Council of  
Advertising Agencies,  
Minneapolis, Minnesota

(Single reprints are available without charge from SALES MANAGEMENT's New York office, 386 Fourth Ave.—THE EDITORS.)

Editor, SALES MANAGEMENT:

I've just read with interest your article in the current issue on "post-war planning." It seems to me this is very timely and an objective that needs stressing today, even though we all are agreed that the major job is that of winning the war first. I get a particular feeling of support from your article, having just finished drawing up a revised sales training course made up in two ways—one for quick training under pressure and the other for more leisurely normal training—both to be used "when the shooting is over" and we will need to throw full strength back into the field.

I think another interesting slant on post-war planning is connected with the training of salesmen who have been pulled back into the office or plant organization, both with an eye to saving them during the war period and also in training them and preparing them for more responsibility after the war.

S. D. CHAMBERLAIN,  
Field Sales Manager,  
Kendall Mills,  
Walpole, Mass.

Editor, SALES MANAGEMENT:

I have just read with a great deal of interest your article in the September 1 issue of SALES MANAGEMENT entitled "Post-War Planning: What Is It? And What

Shall We Do About It?" I think you have covered very adequately two things which are of vital importance to industry but which many companies fail to realize:

1. Post-war planning, or preparedness, is necessary to win the peace that will follow this war.

2. Proper post-war planning can be a real help in winning the war by giving all of us something definite to fight for.

Congratulations on a very splendid article.

D. H. MALCON,  
The American Rolling Mill Co.,  
Middletown, Ohio

## Fan Mail for Shields

Editor, SALES MANAGEMENT:

In your September 1 issue, under the

department headed "The Human Side," you carried an interesting story about the cardboard Social Security calculator devised by Earl B. Shields, a Chicago advertising agencyman.

We'd like to know more about this gadget. Would you please be good enough to supply me with Mr. Shields' address?

ERNEST CAMP, JR.  
Seagram Distillers Corp.,  
New York City

(To Mr. Camp and the scores of others who inquired about the same whist, Mr. Earl Camp's office is at 624 South Michigan Blvd., Chicago, and SM's editors will be delighted to detour all further correspondence to him. . . . we hope none of the inquirers is planning to retire yet!—THE EDITORS.)



## AIR EXPRESS GAINS SHARPLY

Express carried by commercial air lines in first six months of this year gained sharply over a year ago, according to AIR EXPRESS DIVISION of Railway Express Agency. It said movement of essential materials was largely responsible. In order that airlines may utilize cargo space more efficiently, shippers are urged to forward traffic earlier in the day, when more space is available than on night flights.

Taken from Boston News Bureau, August 22, 1942

You do not need a priority to ship by AIR EXPRESS, but if you have war production shipments requiring priorities, they will be granted. Phone Railway Express Agency, AIR EXPRESS DIVISION, or any air line.

NOW IN ITS  
16th YEAR

**AIR EXPRESS**

Division of RAILWAY EXPRESS



# SALES LETTER ROUND TABLE

[ If You've Written a Letter That Gives  
an "Extra Satisfied" Feeling, Send It  
In. It May Win a Round Table Prize. ]

## Do You Want Your Catalog to Make Hay—Rain or Shine?

Winner of the current Round Table \$10 prize is Butler Brothers, with this letter which effectively merchandises the catalog—and gets attention with a bit of hay stapled beneath the standard letterhead:

"THIS IS HAY!

"It's what everybody is supposed to make when the sun is shining.

"Well, the sun is shining now, in a business way. Probably never in history have so many people in this country had so much money to spend.

"Are you 'making hay while the sun shines'? You are, of course,—but wouldn't you like to make some more? Here are some suggestions:

"Offer your customers a wider variety of goods. You don't have to increase your investment to do it; simply carry a smaller stock of each item. With the capital thus released, you can spread out into other profitable lines. You can carry a smaller stock, without danger of 'Outs,' by using your new Butler Catalog for frequent orders. (Orders may be small; they may average as little as \$15 throughout the year.)

"Switch to lines that are still available to make up for volume lost on war-shortened merchandise. You can easily do this, even if you never have carried them before. You'll find hundreds of ideas in your Butler Catalog. Valuable selling suggestions, too.

"Turn your money more quickly. Order from Butler Brothers and you'll never find yourself high-pressured into over-buying on some slow mover.

"Build store traffic by offering special bargains. Find them in your Butler Catalog—unusual values that you can pass on to your customers.

"Buy right. You'll find that prices on any bill of goods ordered through your Butler Catalog will average out definitely lower than with scattered hit-or-miss buying. Freight costs run lower, too, when you have goods for several departments come in a single shipment—as you can when Butler's is your source.

"Merchants everywhere are 'making hay' by following common-sense suggestions like these. Some of the most successful, buying practically 100% of their merchandise from Butler's, are making net profits up to 12% on their sales . . . taking as much as \$5900 a year out of a business with an inventory investment of less than \$6000.

"AND BROTHER . . . 'THAT AIN'T HAY!'"

[ 56 ]

## Time Is Money—Here's How to Help Customers Save Both

Show your customers how to save time and cut out waste, and you can be sure of an interested audience. The letter quoted below, sponsored by United Autographic Register Co. is keyed to such an appeal:

"Recently, the Uarco representative talked to a large manufacturer of defense material. In the course of their discussion, the Uarco man asked about four different forms which the manufacturer was making—the Order Form, the Invoice, the Bill of Lading, and the Salesman's Memorandum.

"In the discussion, he learned that each of these forms was written separately—that they all were produced in different parts of the plant—and the system which was in use apparently had proved entirely satisfactory.

"Had these been ordinary times, the defense manufacturer might not have considered a change. But, these are *not* ordinary times and he was anxious to find a way of releasing some of his labor so that they could help in other vital production jobs.

"The Uarco man went to work, combining all forms into one, found that at least 65% of the typing done could be saved. That meant that the work of an extra girl was available for other jobs.

"Is this an unusual story? Not at all—though it is one which we actually heard about. But, day after day, Uarco men are solving this problem of *combining orders* in order that work may be speeded up in defense plants.

"Possibly, you, too, have a system which worked out swell in the past. But, under the terrific pressure which we are working

today, you may want to give further thought to combining your forms, saving time, increasing labor which is available for other jobs.

"If you do, we'd like to help you in your thinking along this line by sending you a portfolio of forms, showing combinations which defense companies worked out. Chances are you'll get some worthwhile ideas from this portfolio.

"Remember, there is no cost or obligation—just sign your name below, and we'll gladly send this portfolio to you. Please ask for it today."

## Is Your Product Safe from Shortage?—Tell Clientele

Many a sales letter writer argues that the opening paragraph of any letter is what makes or breaks the success of the mailing. In any case, it's admittedly difficult to get lightness and color into those opening words, and, at the same time, to make what is said lead logically into the sales story. Here's a letter we like for its opening, its body, and its crisp action-getting close:

"Have you ever walked down the midway of a World's Fair or Carnival and heard a barker holler: 'Hurry! Hurry! Hurry!?' That suggestion was generally passed off with a smile.

"However, since the world conflict has us all heading toward a merry-go-round, 'Hurry!' takes on a deeper significance. Everything is being stepped up. Maybe more oysters will be grown subsequently now that meat rationing is in prospect.

"But you can't hurry a Sea Cross. He takes four years to round himself out as a real toothsome morsel. The only thing we can do is make long range plans. We have always been fortunate to anticipate our business a few years ahead so that the Sea Cross Oysters we deliver to our select clientele run uniform as to size and flavor . . . and this year is no exception.

"While we have had reports that oysters are running a little smaller this year, we can deliver the same kind of large, luscious Sea Cross Oysters as in the past. The kind that thrives on the foods obtainable from the beds at the bottom of the clear, crystal waters of Gardiner's Bay—large oysters which take a full four years.

"So, for 'Cream of the Crop' oysters specify 'Sea Cross.' Your clientele will appreciate this as much as we appreciate your patronage . . . and that's plenty good; Good business for you and for us—and countless oyster lovers with satisfied tastes.

"The accompanying post card—or a telephone call to BEEKMAN 3-2183—makes it easy to order."

## Prize-Winning Letters for September

BUTLER BROS.  
Chicago

H. M. STANLEY  
United Autographic Register Co.  
Chicago

F. E. BOOTH  
Vice-President  
Edward Weck & Co., Inc.  
Brooklyn, N. Y.

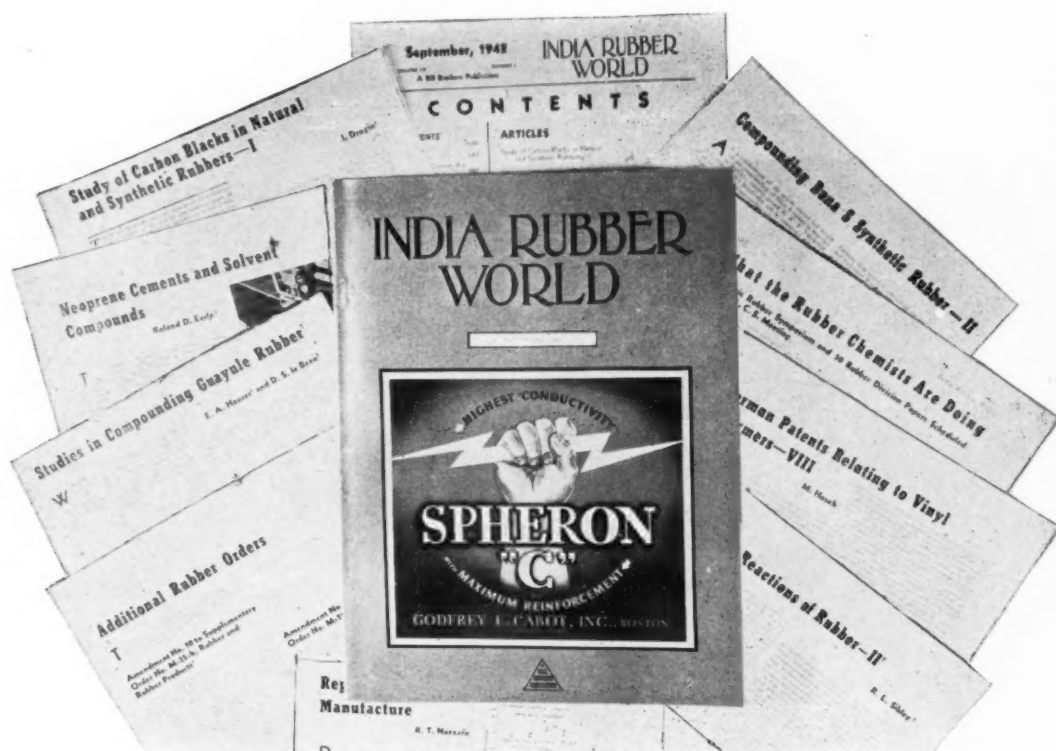
SALES MANAGEMENT

# BUTADIENE—BUNA S—BUTYL

Common terms to the layman since Pearl Harbor, and deservedly so, for they all refer to present-day

## RUBBER

so essential to the war effort.



### THAT IS WHY EACH MONTHLY ISSUE OF INDIA RUBBER WORLD

this year carries a greater volume of advertising and more vital editorial matter than any corresponding issues for years past.

This proves two things: first, that men who know rubber and the compounding and equipment problems that come with the use of more reclaim and synthetics have full confidence in the future of the industry; and second, that INDIA RUBBER WORLD is the accepted authority and the recognized medium for reaching this rubber field.

*A post card will bring valuable market information regarding the rubber field today—together with circulation figures and space rates.*

**INDIA RUBBER WORLD**  
386 FOURTH AVENUE  
NEW YORK  
Established 1889



Hollywood has the Lane sisters; swing, the Andrews sisters, but radio claims a family sextet in the Patt family. Reading from left to right: Jimmie, director of promotion, WKRX; John, general manager, WGAR; Ralph, Sr.; Ralph, Jr., general manager, WPAY; and Bob, former sales promotion manager of WHN, now part of Uncle Sam's navy. Missing are Fred, formerly with KCMO, and Margaret, most recently with RCA communications.

## Media & Agency News

### Magazines

Office of War Information, Washington, is reported about ready to introduce *Victory*, an 80-page picture magazine, for foreign consumption. . . . Scholastic Publications, New York, introduce *World Week*, news magazine for teachers in junior high and middle high school classes. . . . *Skyways*, new aviation monthly of Henry Publishing Co., New York, made its debut October 9. Fawcett introduces *All Hero Comics*.

Popular Publications, Inc., New York, publisher of 32 pulp fiction magazines, has purchased from William T. Dewart all the rights, titles and interest in some 30 magazines owned by Frank A. Munsey Co., six of which are now being published. One of them, *Argosy*, will observe its 60th anniversary with a special January issue.

*Modern Magazines* adjust rates based on circulation guaranty of 1,750,000, with January, 1943, issue. Current circulation of these three magazines exceeds 2,350,000. . . . *Farm Journal & Farmer's Wife* will increase advertising rates, with April, 1943, issue, based on circulation guaranty of 2,600,000. . . . Despite increase from 25 to 35 cents a copy, last spring, *Cosmopolitan's* newsstand sales currently are 10% ahead of the same period of 1941. . . . *Life* issues Report No. 6 in its Continuing Study of Magazine Audiences, including a special study of readership in the armed forces. . . . Due to wartime production problems, *Life* will accept no further orders for half pages in four colors. . . . Screenland Magazine, Inc., publisher of *Screenland*, *Silver Screen* and *Movie Show*, changes its corporate name to Hunter Publications, Inc.

*Parade* Magazine launches a "picture story" contest. . . . *True Story* presents findings in a study, showing that advertisers

"can reach more families for less money. . . . by using magazines in different fields." . . . *Popular Science* issues a chart comparing magazine circulations for the first six months of 1942 and 1941. . . . *Modern Magazines* release the 12th edition of their "Survey of Beauty." . . . *Glamour* will publish a Beauty Issue in November.

Iva Patcevitich, formerly executive assistant to the late Conde Nast, is elected president of Conde Nast Publications. . . . Scott Faron, from Ward Weelock Co., becomes manager of publicity for the *Saturday Evening Post*. . . . Jerome Ellison, from *Reader's Digest*, is now editor of *Liberty*. . . . Gilbert G. Southwick is named promotion manager of *Guide Magazines*. . . . E. Philip Willcox is appointed associate advertising manager and Henry A. Hartwell, Jr., eastern advertising manager of *Parents*. . . . Margaret Sidney Eaton, from *Collier's*, becomes promotion manager of *American Legion Magazine*, succeeding Frank Lisiecki, who is now art editor. . . . Alice Thompson, from *Glamour*, is now director of "Spotlight of Fashion" with *Look*. . . . William C. Lengel joins Fawcett Publications as supervising editor of *True Confessions*, *Life Story* and *Romantic Story*. . . . Liberty appoints Duncan A. Scott & Co., San Francisco and Los Angeles, as West Coast representatives.

Major Louis C. Pedlar, advertising director of *Our Army*, goes on active service with the Army. . . . James R. Daniels, for several years associate editor of *Sales Management*, joins the editorial staff of *This Week*. . . . Miss Iris Davenport becomes associate editor of the women's department of *Southern Agriculturist*. . . . Florence Buxman is now associate food editor of *McCall's*.

Magazine Marketing Service issues "M.M.S. County Buying Index," a new analysis by counties of the national retail

market, in terms of purchases rather than sales.

### Newspapers

The nation's daily and weekly newspapers have been enlisted by a committee of American Newspaper Publishers Association, headed by Richard W. Slocum, Philadelphia *Evening Bulletin*, in drives to collect 6,000,000 additional tons of scrap. Following the example of Nebraska, led by the Omaha *World-Herald*, states in which newspapers are now sponsoring statewide scrap collection contests include Georgia, Kansas, Minnesota, North Carolina, Oklahoma, Oregon, South Dakota, Tennessee, Texas and Virginia.

Port Huron, Mich., *Times-Herald* sends tear sheets of eight advertisements totaling 11,760 lines, sponsored by metal, foundry, tool and die, oil and other local companies, which it published in a single week last month.

Chicago *Tribune* launches a Sunday book section on October 18 and Chicago *Sun* will introduce Book Week, a Sunday section, on November 1.

J. Lohrer Tunstead, on leave of absence as advertising manager of the New York *Journal-American*, is commissioned a major in the Army. . . . Nancy Sasser, Inc., with offices in New York and Chicago, now represents "Buy Lines by Nancy Sasser," editorialized advertising column appearing on Sundays in 32 large city newspapers. . . . Frank X. Lynch joins the sales staff of Dan A. Carroll, publishers' representative, New York, replacing Charles M. Fairbanks, now with the Army.

Three daily and twelve weekly newspapers become members of Audit Bureau of Circulations. The dailies are Lumberton, N. C., *Robesonian*, Oil City, Pa., *Blizzard*, and Red Bank, N. J., *Standard*.

Louisville *Courier-Journal* and Louisville *Times* introduce a new aspect of rate structure flexibility. They offer a combination of Sunday gravure comics or run-of-paper, b. & w. or color with either the daily morning or afternoon black and white or color, with discounts for any combination.

On Saturday, October 3, *Christian Science Monitor* published several pages about Switzerland, including Swiss advertisements. It takes about two and one-half months to get papers to Switzerland now.

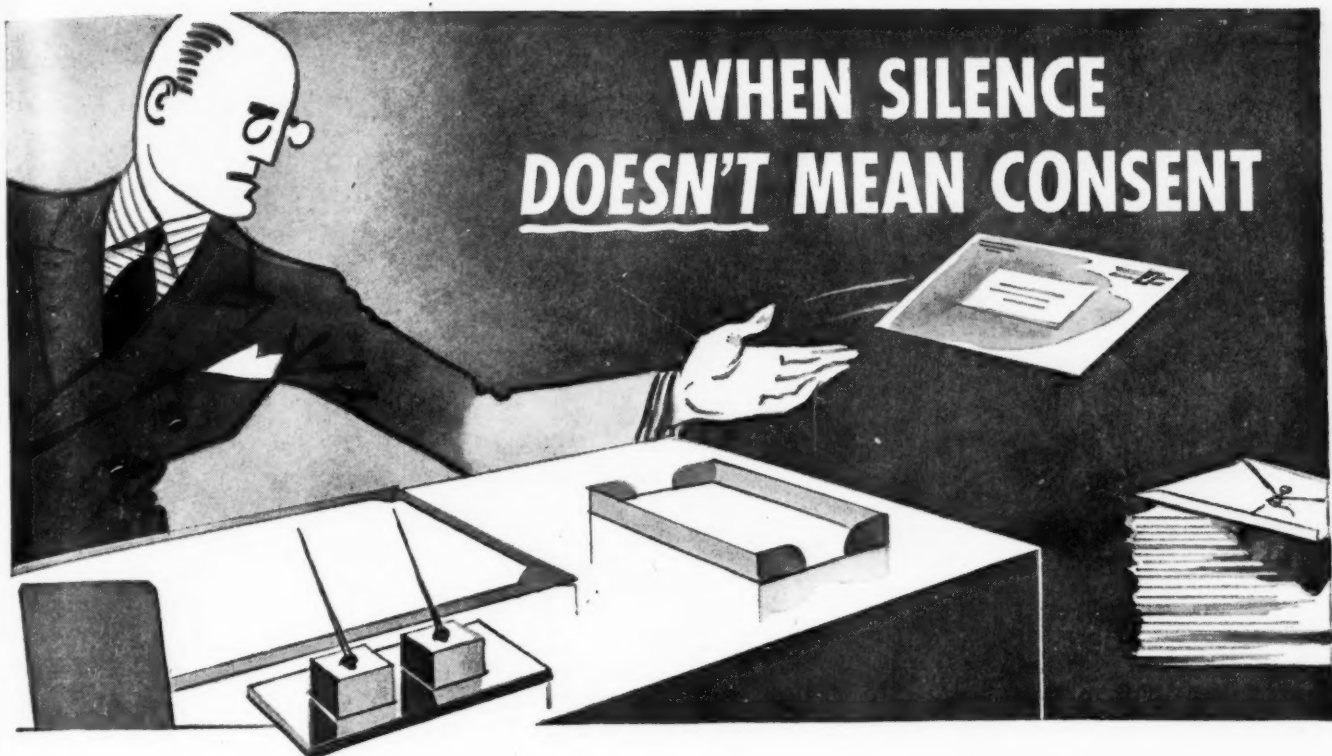
### Agencies

In addition to the general salvage campaign, through McCann-Erickson, and the fats salvage drive, through Kenyon & Eckhardt, more than a score of agencies are actively at work with the Advertising Council on various war-aid projects, the council points out in a summary of its first six months' work.

Young & Rubicam, Pedlar & Ryan, Ruthrauff & Ryan and Benton & Bowles, for example, are helping the Treasury on a War Bond payroll deduction program; J. Walter Thompson and Young & Rubicam, work on price control and rationing; Ferry-Hanly Co. with the Department of Agriculture; Erwin, Wasey, on war industry manpower; Arthur Kudner, Inc., Lennen & Mitchell and Campbell-Ewald of New York, creative work on motor car conservation program; Newell-Emmett, Leaford Agency, Young & Rubicam and Marschalk & Pratt, on typewriter re-purchase plan;

SALES MANAGEMENT





## —or How To Tell a Stacker!

**S**TACKERS are people who subscribe to publications but seldom read them. They allow unread copies to pile up on window sills or on top of filing cabinets—wasted circulation for advertisers.

Fortunately stackers don't renew. There is nothing that stays the hand from signing a renewal order and another check as effectively as a pile of unread publications.

According to A.B.C. rules, silence *doesn't* mean consent. Subscriptions up to three months in arrears are reported accordingly in A.B.C. reports and after that the subscriptions are stopped or reported under the heading of "unpaid distribution". Non-readers can get on the list of an A.B.C. paper but few stay on.

### SEND THE RIGHT MESSAGE TO THE RIGHT PEOPLE

Paid subscriptions and renewals, as defined by A.B.C. standards, indicate a reader audience that has responded to a publication's editorial appeal. With the interests of readers thus identified, it becomes possible to reach specialized groups effectively with specialized advertising appeals.

This regular report on the extent of reader interest, as expressed by renewals and governed by the advertisers' own definition of paid circulation, is just one of the reasons why a business paper's membership in the Audit Bureau of Circulations is so helpful to both advertisers and publishers.

This business paper is a member of the Bureau. In addition to the percentage of renewals and arrearages, our A.B.C. report tells advertisers how much paid circulation we have, how it was obtained, how much readers pay for it, where it goes, the business or occupational analysis of subscribers and many other facts that buyers need in order to invest their advertising money most successfully.

## *Sales Management*

Member of the Audit Bureau of Circulations



Ask for a copy of our latest A. B. C. report

**A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES**

OCTOBER 20, 1942

[59]

Compton Advertising, Inc., on a spare tire recovery plan; Leo Burnett Co., on meat rationing.

Executive changes at several major agencies—notably Ruthrauff & Ryan and Lord

& Thomas—have been numerous this month. . . Joe Busk resigns as executive vice-president of R. & R. to become executive vice-president and partner in Ted Bates, Inc. . . Everett J. Grady, chairman of the plan board, becomes executive vice-president of R. & R. Other R. & R. changes include the addition of Bob Byron, Knowles Entrikin and Addison Smith as radio show producers; election of Frederick C. Bruns, a vice-president, as a director, and resignation of John D. Anderson, account executive, to join the Navy.



Everett J. Grady becomes executive v.p. at R & R.

Jack A. Pegler, RKO account executive, becomes a vice-president, and M. P. Franceschi, formerly vice-president and general manager of J. Stirling Getchell, Inc., is now an executive with Lord & Thomas, New York. John W. Loveton, former radio program director at R. & R. joins the radio staff of L. & T.

Walter J. Weir, until two months ago vice-president of Lord & Thomas, is now an executive with Kenyon & Eckhardt, and John V. Brew, from Pedlar & Ryan, is a K. & E. account executive. . . William Esty & Co. elects three vice-presidents: Adlai S. Hardin, account executive; James J. Houlahan, assistant to the president, and Thomas D. Luckenbill, radio director. . . Al Kaye, from Sam Goldwyn organization, becomes Hollywood manager of Benton & Bowles.



O. A. Feldon joins MacFarland, Aveyard as partner and v.p. in charge of merchandising.

O. A. Feldon, from Macfadden Publications, joins MacFarland, Aveyard & Co., Chicago, as a partner and vice president in charge of merchandising. . . John Owen, from WPB, is now with Buchanan & Co., New York. . . C. M. Rohrabach, formerly with Ward Weelock Co., joins Arthur Kudner, Inc., as an executive. . . Charles B. Strauss is now copy chief with Pettingell & Fenton, New York. . . Joseph E. Bloom is appointed vice-president in charge of media and radio and Miss Helen Black space buyer of Weiss & Geller, New York. . . Walter Guild is elected vice-president of Sidney Garfinkel Agency, San Francisco. . . H. G. McCoy and J. Vance Babb are

named associate directors of N. W. Ayer & Son's public relations department, respectively in Philadelphia and New York. . . Howard Stephenson, from Westinghouse, is now with the publicity department of J. M. Mathes, Inc.

L. W. Marvin, former advertising manager of Florida Citrus Commission, is appointed general manager of Fruit & Vegetable Promotions, Inc., Washington, a new agency specializing in the promotion of perishables. It is an outgrowth of Cooperative Fruit & Vegetable Association, a national organization.

Short & Baum, Portland, Ore., is elected a member of American Association of Advertising Agencies.

Accounts: Rheem Manufacturing Co., Washington, maker of steel drums, storage tanks, etc., to J. Walter Thompson Co. . . Phillips-Jones Corp., Van Heusen shirts, etc., to Grey Advertising Agency. . . Hearing aid division of Graybar Electric Co. to Cowan & Dengler. . . Crocker-Wheeler Electric Manufacturing Co. to Roy S. Durstine, Inc. . . Ashaway Line & Twine Manufacturing Co., Ashaway, R. I., to Kelly, Nason, Inc., New York. . . Hudson Pulp & Paper Corp. to Joseph Katz Co., New York, for a special drive on Hudson napkins in that area. . . Pump Engineering Service Corp., Cleveland, a division of Borg-Warner Corp., to Fuller & Smith & Ross, Cleveland, effective January 1. . . Interstate Aircraft & Engineering Corp., Los Angeles, to Erwin, Wasey & Co., there. . . Dr. D. Jayne & Son, Philadelphia, to J. M. Korn & Co., there, for Jayne's Expectant. . . Plaza Hotel, New York, to Swafford & Koehl. . . Bristol Carpet Mills, Carey-McFall Co., maker of Venetian blinds, and Pennsylvania Warehousing & Safe Deposit Co. to Gray & Rogers, Philadelphia. . . Winthrop Atkins Co., Middleboro, Mass., maker of photo-finishers, etc., to Cory Snow, Inc., Boston.

## Radio

First nationwide radio program of Co-operative League of the U. S. A., scheduled to start over 30 stations, through Atherton & Currier, on October 11, has been postponed. NBC turned it down because of its "membership selling" aspects; CBS because it was "controversial." Some Mutual and Blue stations also were to have been used.

Radio's influence in wartime continues to be shown in new ways. On October 7, the U. S. Army High Command employed NBC short wave stations, WNBI and WRCA, to broadcast warning of coming air bombardment of industrial areas of occupied France to the French people of that area. . . NBC has formed an advisory committee, headed by Dr. Morris Fishbein of American Medical Association, to study the "moral qualities of network broadcasting."

Although only Mutual issues specific figures, the four national networks continue to do well business-wise. CBS and NBC for nine months were said to be slightly ahead of the same period of last year; the Blue was up about 23% and Mutual, about 56%. In September, Mutual gained 33.7%.

Cooperative Analysis of Broadcasting began this month to measure program audiences both by the "recall" and "coincidental" methods. . . In its semi-annual survey of "Radio Program Audiences," C. A. B. found that variety programs led last

# THE MARCH OF TIME

Have you heard the new MARCH OF TIME?... It's a gripping, fast-paced news show that uses all the varied techniques of radio to make the week's news come alive and cling to your memory. It's a fascinating, unforgettable half-hour of living close to the great events of your life-time—and you ought to be listening to it.

## THE MARCH OF TIME

Sponsored by the editors of

## TIME

beamed to 23,000,000 radios of

## THE NBC NETWORK

THURS. 10:30 P.M. EWT

Rebroadcast by short wave each week to Europe, Asia, Australia, and Latin America.



## GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS



A seal remembered



... a life saved

**T**O MAKE YOUR GIFT and cards doubly blessed—fasten them with a strip of Christmas Seals.

You may give the greatest gift of all—health, life itself. For Christmas Seals make possible a year-round fight against Tuberculosis—the dread disease that kills more people between 15 and 45 than any other disease.

So, in the truest spirit of Christmas, make these Seals a part of your Christmas giving. Send no gift, card, or letter without the Seal that saves lives.



**BUY  
CHRISTMAS  
SEALS**

The National, State and Local  
Tuberculosis Associations in  
the United States.



A Message to Newspapers, Magazines, Radio Stations and other Sellers of Advertising.

## Is your BOOKLET DISTRIBUTION on the Beam?

• We're not referring to the subject matter, format and artwork . . . though, in a way, we are, since a good promotion piece deserves bulls-eye effectiveness throughout its entire distribution.

• Before you get into production on your next booklet ask for SALES MANAGEMENT's two-way formula that cuts cost while keeping distribution on the result beam.

• The price of a postage stamp can mean a big saving and a better-than-average response. All that's necessary is a line about the size of the proposed booklet and the number of pages.

### SALES MANAGEMENT

386 Fourth Ave.  
New York, N. Y.



IS READ REGULARLY BY

**600,000  
FAMILIES  
IN THE  
IMPORTANT  
SMALL  
TOWN  
MARKET**



**WFBL** for Central New York  
SYRACUSE • 5000 watts • CBS

Ask your Agency to ask the Colonel!  
**FREE & PETERS, Inc., National Representatives**

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winter with an average rating of 16.1. Then came audience participation shows, 11.4; drama, 11.3; popular, classical and familiar music, 8.7, 8.4, 7.4, and commentators, news and talks, 5.3.

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New England Regional Network is formed with WBZ, Boston, WCSH, Portland, WJAR, Providence, WLBZ, Bangor, and WTIC, Hartford, as basic stations, and WFEA, Manchester, and WDRO, Augusta, as supplementary stations. New York coverage, if desired, also is offered. Lee Wailes of Westinghouse, J. J. Boyle of WJAR, William H. Rines of WCSH, Thompson Guernsey of WLBZ, and Paul Morency of WTIC will be in charge, with Mr. Morency as chairman. Offices are at Hartford. Weed & Co., appointed national representative, is opening an office in Boston.

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Connecticut Broadcasting System is formed by WNAB, Bridgeport, WNBC, Hartford, WELI, New Haven, WNLC, New London, WSRR, Stamford, and WATR, Waterbury, with Headley-Reed Co. national representative.



Fred M. Thrower, Jr., moves up in The Blue Network Co.

Fred M. Thrower, Jr., general sales manager of the Blue network, is elected vice-president in charge of sales. . . C. P. Jaeger, formerly vice-president of Trans-American Broadcasting & Television Corp., becomes commercial program manager of the Blue. . . Mefford R. Runyon resigns as a vice-president of CBS, to join the Naval Reserve. . . Frank K. White, treasurer, and Joseph H. Ream, secretary of CBS, are elected vice-presidents. . . William Brooks, formerly with *Forbes* and the Associated Press, is named director of news and special events at NBC. . . Hartley L. Samuels, from CBS, joins the Atlantic Coast network, at New York, as director of promotion and public relations. . . Al Ross is now commercial program manager for WOR, New York. . . William Fay, general man-



**Artkraft War Materials—  
Like Artkraft Signs—  
Are the Finest**

**SIGNS OF LONG LIFE  
by ARTKRAFT  
SIGN CO., LIMA, OHIO**

ager of Stromberg-Carlson's WHAM and W51R, Rochester, is elected vice-president in charge of broadcasting of that company. Jack Lee is now general manager of WHAM. . . Robert Patt resigns as sales promotion manager of WHN, New York, to join the Navy. . . William F. Carley resigns as promotion director of WMCA, New York. . . B. P. Timothy, recently advertising manager of Griesedieck Western Brewery Co., joins the Chicago staff of Free & Peters. . . Charles G. Burke, from Free & Peters, is now with WJR, Detroit.

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Representatives: WMCA, New York, names Weed & Co., effective November 1. . . WHBQ, Memphis, to William G. Rambeau Co. . . WHBL, Sheboygan, Wis., to Foreman Co. . . Three Virginia stations, WSLS, Roanoke, WLVA, Lynchburg, and WBTM, Danville, and WAIR, Winston-Salem, N. C., and KELD, El Dorado Ark., join the Blue network. . . KGDM, Stockton, Cal., affiliates with CBS as a Pacific Coast bonus station. . . WPDQ, Jacksonville, starts operations. . . WJZ, New York, observes its 21st birthday.

### Business Papers

Atlas Publishing Co., New York, launches *Daily Chemical Market*. . . Radio Magazines, Inc., New York, headed by Lee Robinson, acquires *Radio*, established in 1917, and covering radio research, design production and operation. . . *Financial World* will publish a 40th anniversary issue on October 28. . . *Water Works Engineering* will observe in its October 21 issue the centennial of New York City's public water supply system. . . *Aeronautical Engineering Review* will publish a special issue in November, on the 10th anniversary of the Institute of the Aeronautical Sciences. . . *Manufacturing Confectioner*, Chicago, is now a member of Associated Business Papers. . . *Monopoly State Review*, New York, issues a chart on liquor advertising regulations in these states. . . R. H. Deibler, Los Angeles, is named Pacific Coast representative for *Electrical Equipment*, New York. . . Earl W. Scrogum resigns as advertising manager of *Outdoorman* to represent *Hardware Retailer* in the Middle West, with office in Chicago. . . *Iron Age* published 450 pages of advertising in its National Metal Show number, October 1.

### 2,600 Order War Bond Outdoor Posters

More than 2,600 firms and individuals responded to the Treasury Department's recent request for sponsorship of 24-sheet war bond posters. The campaign was promoted by Outdoor Advertising Association of America, which announced that more than 5,000 posters of the first month's design have been ordered.

### Transitads Names Gascoigne

Henry L. Gascoigne has been appointed vice-president in charge of New England territory for National Transitads, Inc.

### PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.  
165 Broadway; 1 East 42nd Street  
COrtland 7-4836

SALES MANAGEMENT

# T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

**Advertising Joins the Colors.** For almost a decade industry's public relations have not been all sweetness and light. Far from it. Now, in the midst of a war that has no precedent in our history, industry's contribution to victory, both as regards actual production of weapons and supplies and building public morale through advertising, is working a profound change. Industry still has its head bowed—not in the act of ducking dead cats and miscellaneous verbal missiles, however, but in acknowledgement of rising public applause.

*Collier's* has been telling the story of "industry on the offensive," editorially, since the beginning of the national emergency. Now it has started a series of brochures, to be made up of material gathered from the advertising columns of the magazine, that will form a running commentary on advertising in the service of the nation. First in the series is "Advertising Joins the Colors," a gallery of 34 advertisements of a half-page or more which appeared in the magazine issues between July 18 and August 29 inclusive. The ads are presented in five groups, with a headline for each section describing the particular contribution exemplified. The groupings show how industry is bringing good news from the production front, promoting conservation of essential materials and services, harnessing industrial services to the war effort, developing new products for war—and for peace, and working for public health and nutrition.

*Collier's* has worked with the OWI in the preparation of this series and has followed several suggestions from Ken R. Dyke, Chief of the Bureau of Campaigns, OWI agency recently established to help advertisers make use of themes relating to the war effort. A supplementary section lists ways in which advertising can further our national aims. Copies from E. R. Bien, Crowell-Collier Publishing Co., 250 Park Ave., New York, N. Y.

**Advertising in a War Economy.** This brochure uses a collection of wartime ads to illustrate an essay on the value of advertising today. Explaining why business should talk to the average American, who is more important, more numerous, has more money than at any other time in American history, the text cites the example of Great Britain as proof that advertising can be maintained at a steady level despite product shortages (greater in Britain than we may ever be called on to face), stresses the education of public opinion as a common sense move toward fixing the present favorable impression of business as a permanent public attitude. Then follows a list of problems that advertising can tackle today. These arguments are backed up by quotes from leaders in gov-

ernment and business—from President Roosevelt down.

As a preface to the review of wartime advertisements, the authors look back to World War I. Some advertisers were continuing instead of canceling their advertising, others were starting new ventures in a disturbed economy, others had stopped all advertising. Names are given—with this significant comment: "Where are these leaders today?" The question "What should we advertise today?" is answered by the survey findings of the Psychological Corp., and a further question, "Where should we advertise," leads to an examination of newspapers as an aid to business. Tucked in a pocket on the third cover is a smaller brochure, "How American Free Enterprise Will Help Win the War," made up of reprints of editorials, columns and cartoons from Hearst newspapers. Only a limited number of copies of "Advertising in a War Economy" are available for distribution. Write to General Management, Hearst Newspapers, 959 Eighth Ave., New York, N. Y.

**The Contents of 325 Employee Magazines.** Employee magazines have proved to be one of the best mediums for stimulating and maintaining employee morale, particularly in emergency times like the present. This report of the Policyholders Service Bureau of the Metropolitan Life Insurance Co., based on a study of 325 magazines and consultation with 88 editors, analyzes the types of editorial material used. It is the second in a series. The first, "Employee Magazines" discusses the set-up, physical characteristics and editorials of publications issued by 277 companies.

In the current report both pre-war and wartime issues were studied. "Following Pearl Harbor, there was increased emphasis on the company's part in the war effort, on war savings plans, on employee's military service, and on reduction of waste. Also a new type of employee publication has emerged—the gossip sheet for employees in the armed forces. The widening scope of the employee magazine reflects the broadening interests of the average employee in the past 20 years." The report includes a table which summarizes, under various headings and sub-headings, the types of material found in these publications. Each type is then discussed and illustrated. Both reports may be obtained on request from the Policyholders Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York, N. Y.

**Let's Laugh a Little.** In this 16-page pocket size booklet the authors set out "to make a serious effort to be amusing"—and they succeed. Except for a two-page preface, the booklet is devoted to a showing of hit cartoons from *Farm Journal*. The foreword runs through a lot of "instead of's"—"instead of telling you why *Farm Journal* is the 'hottest' magazine in the field" . . . "we'll omit mention of the terrific impact" . . . "we'll skip over the highly significant point" . . . "we'll even be absolutely mum about the 442,924 subscription orders received in the first six months of this year" . . . "we'll say nothing about our flood of reader traffic" . . . "and not a word will you get out of us about . . ." Copies from David Morrison, *Farm Journal*, Philadelphia, Pa.

**Restaurant Buyer's Directory.** The third annual Restaurant Buyer's Directory, which is in excess of 200 pages, reflects the changes brought about in this field by war conditions. It is divided into four sections—dealing with equipment maintenance, nu-

tritional reference, future rehabilitation, and beverage control. Write to Ahrens Publishing Co., 71 Vanderbilt Ave., New York, N. Y.



★ In keeping with the traditions of Southern California, the **BILTMORE HOTEL**, largest and finest in Western America, invites you to enjoy its gay, festive, glamorous atmosphere to the fullest.

Dine and dance in the World-Famous 'Supper Club of the Stars'... The **BILTMORE BOWL**.

Luncheon in The **RENDEZVOUS**, the popular Biltmore 'Night Club in the Afternoon'. Visit the beautiful Biltmore **COFFEE SHOP**... the world's largest, most modernly equipped.

The **BILTMORE HOTEL**  
LOS ANGELES

1500 ROOMS • Singles \$4 to \$8  
Doubles \$6.50 to \$10

THE **BISMARCK**  
CHICAGO'S DISTINCTIVE HOTEL  
"KNOWN FOR GOOD FOOD"

SAVE STEPS IN  
St. Louis  
STOP AT **HOTEL**  
**Bennox**  
DOWNTOWN ON YOUR DOORSTEP  
ALL ROOMS NOISE-PROOFED • RATES FROM \$3.00

**HAS YOUR INDUSTRY A PLACE IN THE WAR EFFORT?**

Does the Government know all the facts? Have us present your case the best way - **GRAPHICALLY!**

THE CHARTMAKERS, INC. PLaza 8  
480 Lexington Ave., N.Y.C. -O450



# Comment

BY RAY BILL

**C**OMMITTEE FOR ECONOMIC PLANNING. Opinion varies as to the amount of attention which should currently be devoted to post-war planning and post-war preparation. The all-outers for winning the war seem to feel that just about everything should be eliminated until the war is won. Others feel, while major effort should go toward winning the war, some reasonable amount of attention should be given to thinking about why we want to win the war and to planning and preparing for a victorious peace.

SM sides very definitely with the latter group, regardless of how unpopular this viewpoint may prove at certain times and in certain quarters. It seems extremely doubtful that much more than 60% of the production facilities of the nation can be concentrated on war effort which leaves a very sizable percentage of our people and of our national economy which cannot safely and soundly be submerged, sidetracked, forgotten or otherwise liquidated. On this "minority" depends much of the sustenance and morale required for those engaged directly in the war effort.

It is neither fair nor good business to place increasingly burdensome taxes and to impose ever greater deprivations upon our people without evidencing some planning and preparing for their improved welfare after the war, when sacrifices for war *per se* will no longer be the major issue.

Clearly, such efforts break down under two major headings—namely, those plans and preparations which come under the heading of national planning by governmental agencies, such as public works, work relief, etc., and those plans and preparations which are devised, fostered and executed by private initiative.

Business men must — and we believe they will — meet this latter challenge to an impressive degree. Books, magazine articles, newspaper stories and radio commentaries are currently pouring forth a deluge of such thinking. Universities, business associations, professional organizations and other elements of our national economy are fostering continuous movements under this heading. Many business executives are giving their ideas under this heading in speeches. From all of this will gradually emerge the cream of ideas, plans and programs on which the future security and greatness of our nation will greatly depend.

Meanwhile, we believe a movement which deserves careful watching has been initiated in Washington under the heading of "Committee for Economic Development." Paul Hoffman, president of Studebaker Corp., is heading up the group which will be privately financed and which Carroll Wilson, executive of the Department of Commerce, is serv-

ing as executive secretary. The primary purpose of this body, composed almost entirely of outstanding business leaders, lies in seeking out the ways and means by which unemployment may be minimized once the war is ended.

It is estimated that some 18 million war workers and some eight million men in the armed services will be "out of work" at the end of the war. Hence the need for providing large scale employment in the post-war period is mighty important. The planning itself must deal in no small degree with systematic measure of individual post-war markets for products and industries, especially those which will involve the largest potential employment. We recommend that sales executives throughout the nation cooperate with the Committee for Economic Development.

**A**CCENT ON MANAGEMENT. The country now has what its most intelligent minds have long recommended—to wit, a set-up to peg inflation. The same, aroused public opinion responsible for this development has also expedited streamlining of the administrative machinery of government charged with running the war program—and has influenced all branches of the Government, including the Congress, to subordinate politics to all-out war effort even in the election season.

Some of us who clamored loudest for courageous action to these ends will groan at some of the consequences because the "pinch" will be felt in new and to some extent unanticipated directions. But we will not groan and curse half as loudly as we would if this sort of efficiency-progress had not been forthcoming.

James F. Byrnes, as the new kingpin for economic stabilization, appears to have been a brilliant choice, deserving of full-fledged, unselfish cooperation from all quarters. Admiral William Leahy as the president's bower for all of the armed services looks good as the kingpin on the uniform side. The new war production spots being filled by business leaders of the stature of Charles Wilson, Ferdinand Eberstadt, Ernest Kantzler, William Jeffers and Donald Davis gives impressive evidence that the Government is being reinforced with executive ability of the highest order.

Of course, there must be compromises and reconciliations as America becomes thoroughly "tough" in its prosecution of the war. We all must pay a still heavier price, one way or another, for the speed, efficiency and size of the job that must be done. But we can all feel much more confident that we are paying a justified price when the Washington set-ups are effectively streamlined with the key spots occupied by men of outstanding ability who are given adequate authority for prompt action.